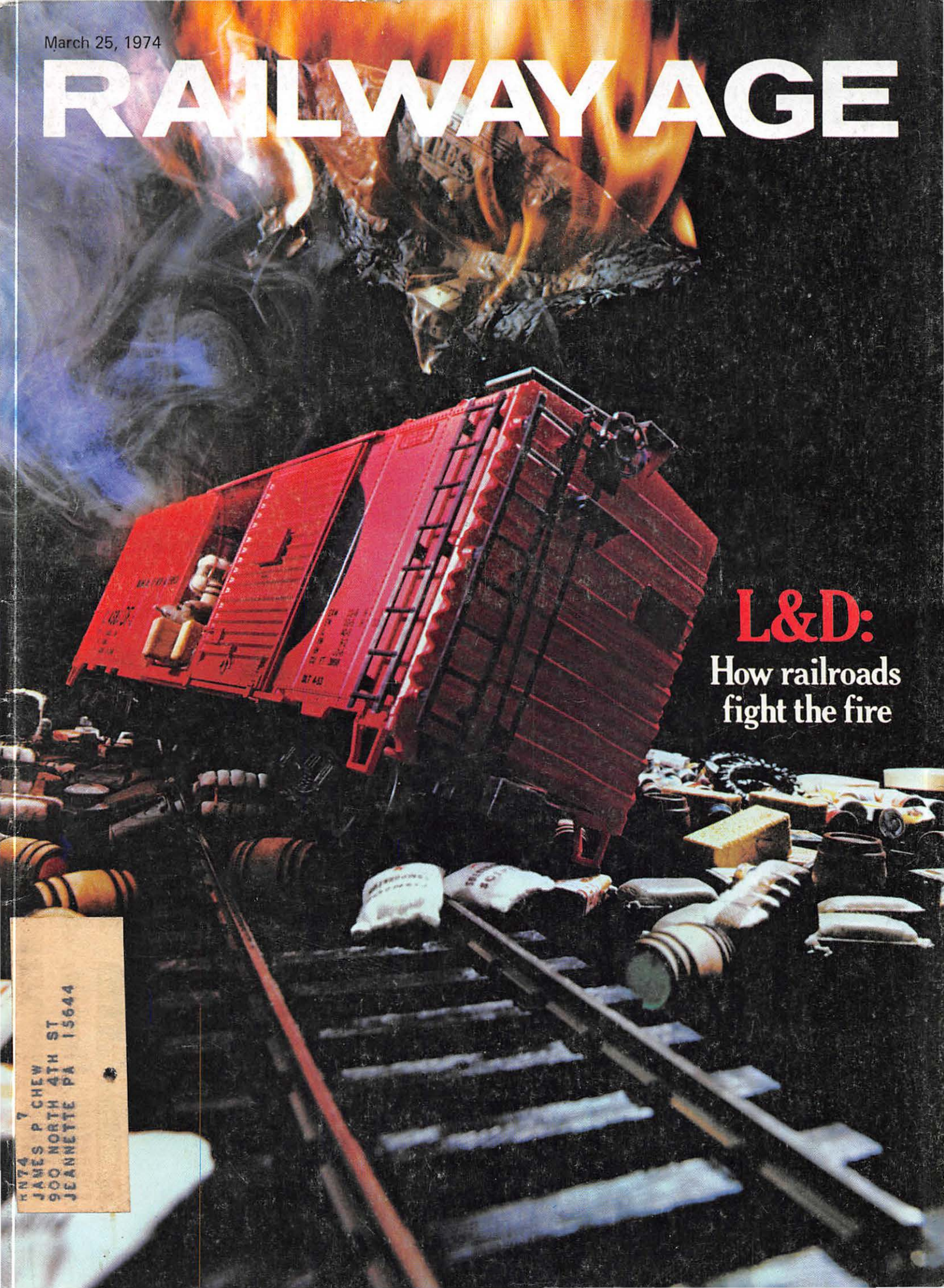
March 25, 1974

RAILWAY AGE



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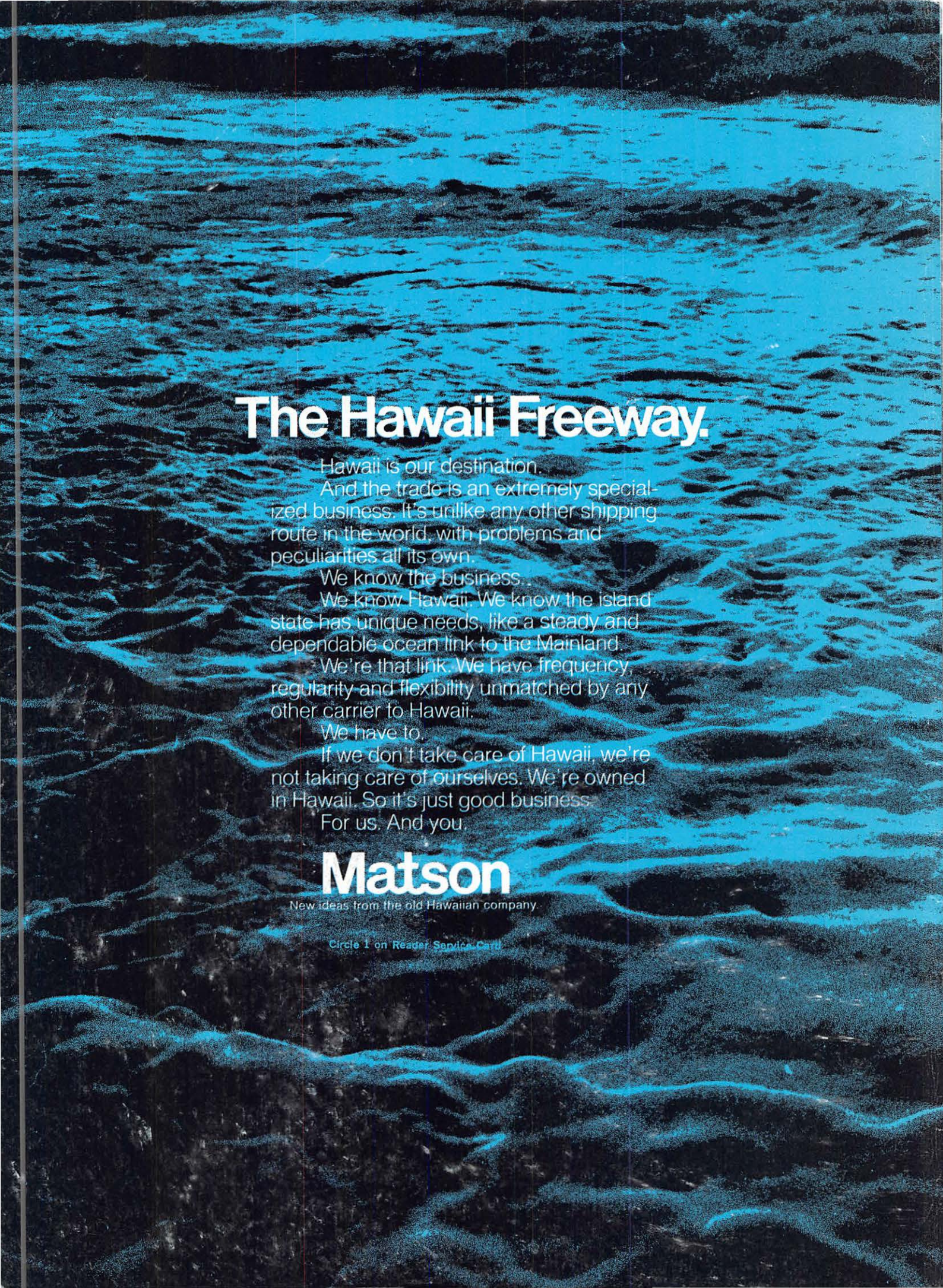
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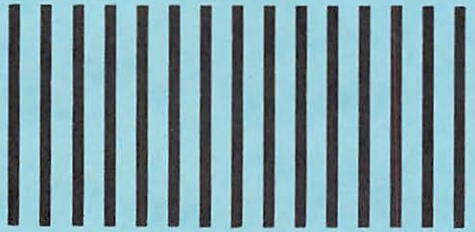

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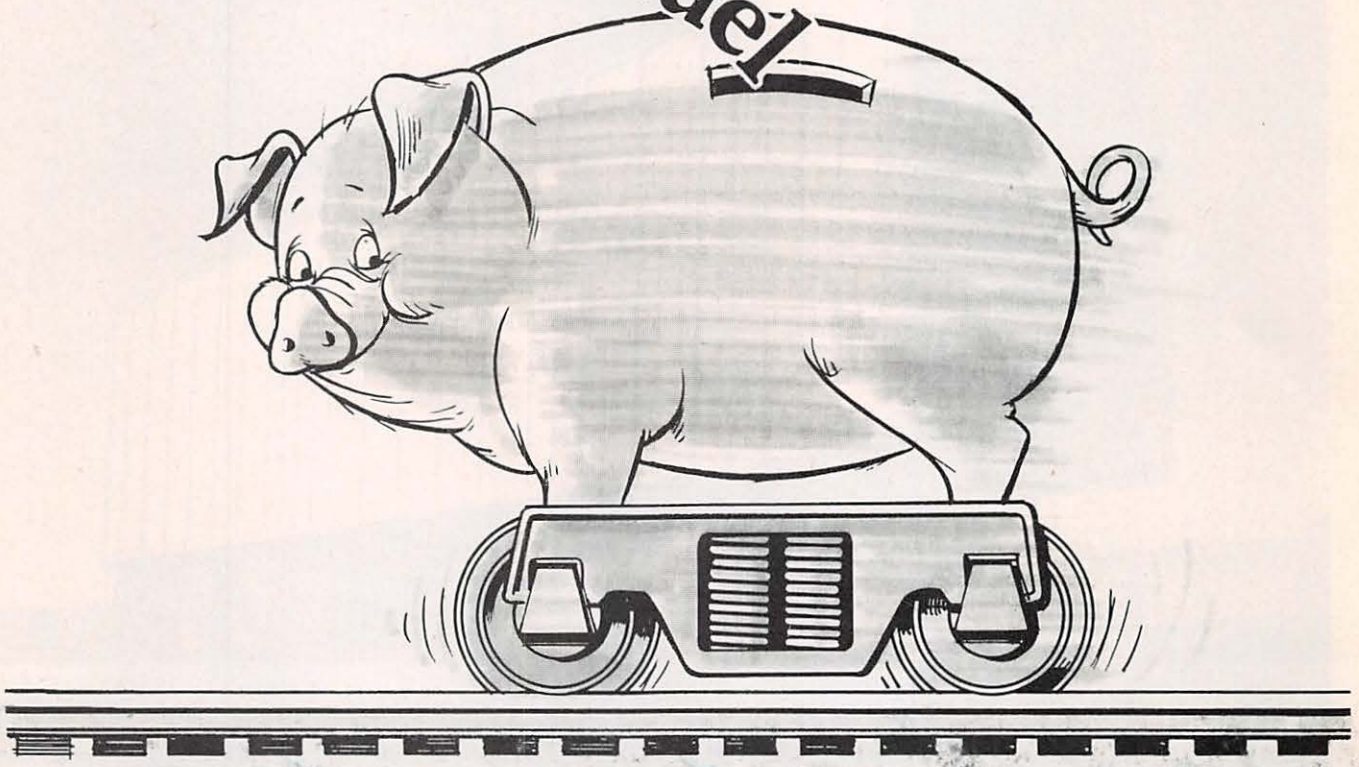

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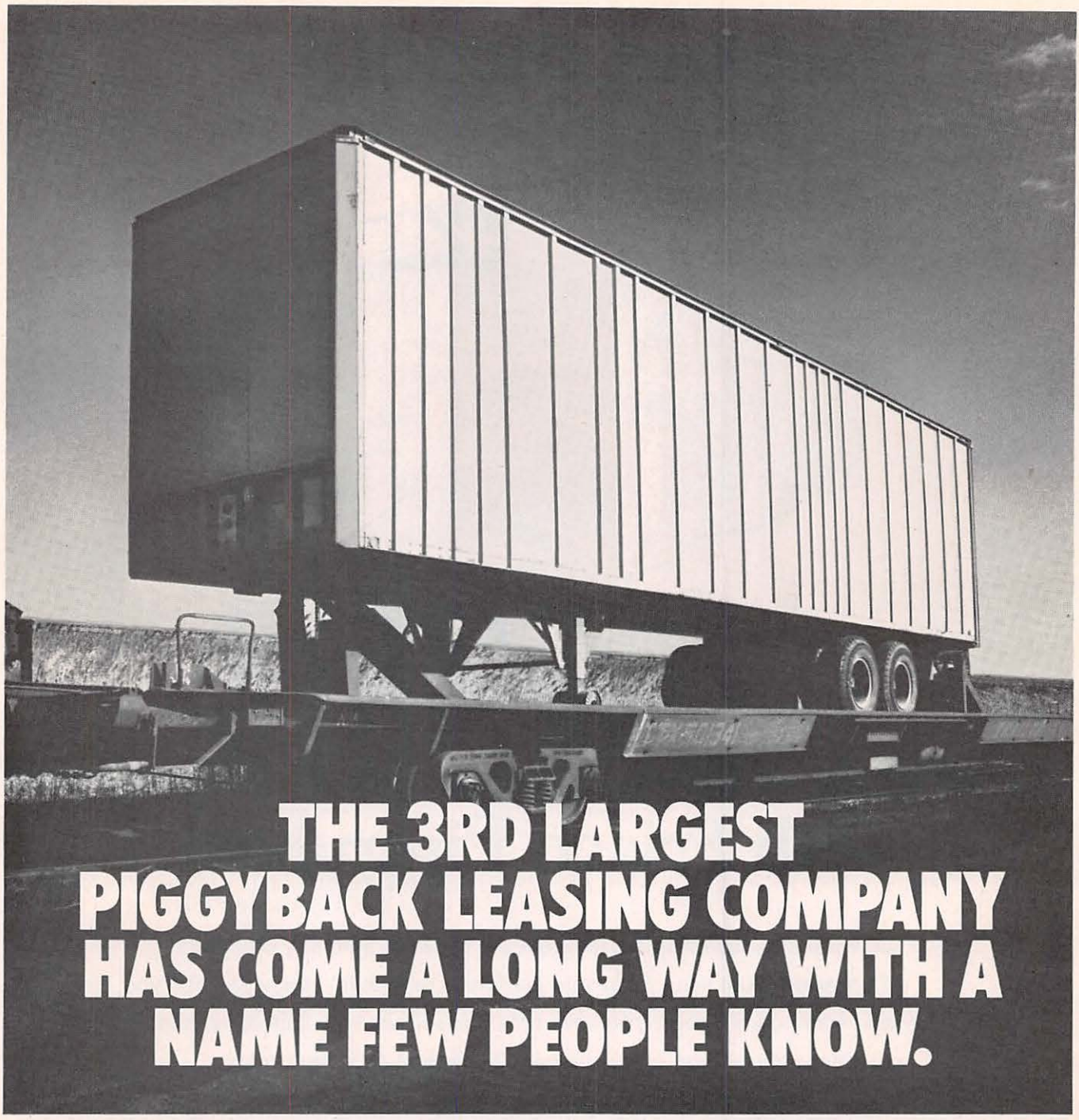

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March 25, 1974 • Vol. 175 No. 6

Editorial and Executive Offices
New York, N.Y. 10013, 350 Broadway
(212) 966-7700
ROBERT G. LEWIS: Publisher
LUTHER S. MILLER: Editor
FRED C. MILES: Executive Editor
Mechanical: Fred N. Houser
Signaling & Communications:
Al Klinger
Art Director: Maurice H. Mates
Editorial Assistant: June Meyer
Production Manager: Ruby M. Yee
Manager–Contract Department:
Constance Nicolai
Editorial Consultant: George Dusenbury
Marketing Manager: Saul Adler

Editorial and Executive Offices
Chicago, Ill. 60602, 29 E. Madison St.
(312) 641-5815

REID KENEDY: Vice President-Sales
GUS WELTY: Senior Editor

Mechanical: Robert D. Bartley
Engineering:
Merwin H. Dick R.E. Dove
Editorial Assistant: Wanda Brown

Washington, D.C. 20004,
National Press Bldg. (202) 347-1155
Washington Editor: Richard M. M. McConnell

Falmouth, Cornwall, TR11 4RJ, England
P.O. Box 8 (Cable: MISBOARD)
Telephone: Falmouth 313512
International Editors
John Levett Paul Goldsack

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Inside

LUTHER S. MILLER

L&D FIREFIGHTERS

To dramatize the L&D-prevention theme of this issue, cover artists Ike Vern and Dick Wolters staged an HO gauge derailment in their New York studios, put a match to a two-foot-long piece of bogus currency, and photographed the result—which is, to say the least, vivid.

Actually, derailments account for a relatively small part of the total loss-and-damage bill. But the picture of money going up in smoke is an all too real one for that dedicated army of L&D specialists who wage constant war against a wily and elusive enemy.

While the war is far from won, the men who are fighting it are collecting some impressive battle stars, as Senior Editor Gus Welty and Associate Editor Robert D. Bartley demonstrate in their series of articles beginning on p. 17. As Welty sums it up: "L&D prevention efforts have come a long way from the days when 'prevention' meant chewing out a switchman and printing up a new batch of posters. True, with payout of $235 million a year, there is still a long way to go—but at long last, the industry just may be on the right track."

CHANGE OF CLIMATE IN WASHINGTON

Just a few years ago, that well-oiled lobby which is sometimes referred to as "the road gang" was having things pretty much its own way in Washington. Speaking out against highways was something like attacking motherhood or Old Glory, and few sensible politicians indulged in that profitless pastime. Railroads? They were something else again. The only time most Congressmen heard the word was when a shipper-constituent rang up to complain that he couldn't get enough cars to move his freight in, and those he did get were dirty and/or falling apart; or when passenger-constituents wrote in to describe their latest bouts with surly ticket agents.

The picture has now changed—not totally but substantially. Railroads are listened to when they explain their problems on Capitol Hill. They are no longer the also-rans at the Department of Transportation. The President goes out of his way to mention them kindly.

One reason for this is that Washington—prodded by environmentalists who are sickened by the sight of highway machines that chew up and despoil the countryside; shaken by an oil crisis that dramatically underscored the energy efficiency of trains vs everything else—has discovered that good transportation is good politics.

Another reason is that railroads have in recent years learned to speak with something approximating a single voice. And as they have found their voice, they have found some positive things to talk about. One lobbyist told Railway Age: "My life on the Hill is a whole lot easier because of TRAIN II, orders for 106,000 new freight cars, ton-mile records, and better labor-management relations generally."

There are other reasons, some obvious, some subtle, for the changed and friendlier climate in which railroads now find themselves operating at the Federal level. They are explored by Washington Editor Richard M.M. McConnell in the second installment (p. 38) of our year-long series on the broad theme, "Railroads and their Publics."

One of our customers wanted better product protection. We turned things upside-down to help.

Matter of fact, by working together with them we came up with two solutions: A "Vert-A-Pac" car (illustrated) which carries 30 compacts. And a "Stac-Pac" system that carries three full-sized autos per container, four or five containers per flat car. In both cases the automobiles ride high, dry and handsome completely protected from vandalism and weather.

And coming up with new freight car designs to help our customers ship more products with better protection isn't the only reason we're rated a number one railroad.

We have 27,000 miles of trucking routes. Some of the finest intermodal facilities in the business. And we're a leader in warehouse and plant site development.

So if you haven't looked to us lately, don't look back. We're the railroad ahead.

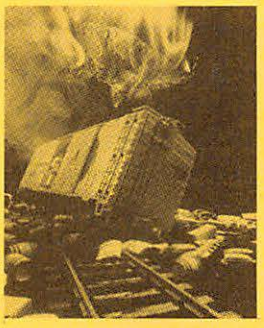
Southern Pacific

— the transportation company that does things first.

RAILWAY AGE

MARCH 25, 1974

FEATURES



COVER

Ike Vern and Dick Wolters, communications consultants whose work frequently appears on the covers of national magazines, conceived and photographed this issue's cover.

L&D:

The fire is under control but— ..... p. 17

Radar plays key role in BAR's "Soft Touch" program ..... p. 22

Cargo theft bleeds railroads of $50 million a year ..... p. 28

•

The Federal climate gets warmer ..... p. 38

Santa Fe moves traffic by the clock ..... p. 42

Who should pay to keep uneconomic branches running? ..... p. 44

EMD seminars help customers keep supply lines open ..... p. 46

RailPac auto hauler overcomes clearance limits ..... p. 48

NEWS

ICC OK is sought for Railbox ..... p. 8

New York plans rail bond issue ..... p. 8

R.I.P. "Super Chief" ..... p. 8

ICC approves second Auto-Train route ..... p. 8

Amtrak patronage soars ..... p. 8

DOT's Northeast proposals ride into a storm ..... p. 10

OPINION

INSIDE — L&D firefighters ..... p. 5

LINES ON LABOR — Career-time on campus ..... p. 14

VIEWPOINT — FRA role: Advocate, not adversary ..... p. 66

WATCHING WASHINGTON — Amtrak/railroad detente? ..... p. 12

DEPARTMENTS

Advertising Sales Offices ..... p. 57

Bookshelf ..... p. 49

Carloadings ..... p. 53

Letters ..... p. 49

Market Outlook ..... p. 53

New Products ..... p. 34

People in the News ..... p. 54

Piggyback Loadings ..... p. 53

Traffic Poll ..... p. 44

Short and Significant

ICC OK SOUGHT FOR RAILBOX

American Rail Box Car Co. (Railbox) has asked ICC to approve creation of a pool of general-purpose box cars. Railbox a wholly owned Trailer Train subsidiary, and a large group of U.S. railroads are proposing the financing and acquisition of 10,000 50-foot box cars by the end of 1975. Quick ICC clearance could see 1,500 to 2,000 of these in service in 1974, according to TTX President Curtis D. Buford. After the AAR board recommended creation of the box car pool to meet growing demands and increase utilization of such equipment, TTX created its new subsidiary which expects to employ the operating principles that have proved so successful in the flat car field.

NEW YORK PLANS RAIL BOND ISSUE

New York voters may be asked next November to approve a $250-million bond issue to raise capital for railroad improvements. Part of the money would go into commuter improvements in the New York City area—but a sizeable amount would be earmarked for passenger and freight services upstate. A $3.5-billion general transportation bond issue was turned down by New York voters last November. Chances of winning approval for a smaller bond issue, dedicated to railroads, are thought to be good at a time when energy and environmental considerations are highlighting railroad efficiency vs that of other modes. New York also is anxious to have local funds available to match those which the Federal government is ready to put up for branch-line subsidies under the Regional Rail Reorganization Act.

R.I.P. "SUPER CHIEF"

Amtrak advertises that it's "making the trains worth traveling again." Maybe so. But Santa Fe obviously has reservations, and that's why Amtrak's Chicago-Los Angeles and Chicago-Houston trains moving over Santa Fe will no longer be known as "Super Chief" and "Texas Chief." SC started operation in 1936, TC 12 years later. In its day, under Santa Fe operation, "Super Chief" was quite possibly the finest passenger train in the U.S. and maybe in the world. But things have happened, and that's why Santa Fe is withdrawing the permission it gave Amtrak to use the names. ATSF Chairman and Chief Executive Officer John S. Reed explains: "We expressly reserved the right to withdraw permission should the quality of service provided by Amtrak on the trains so identified no longer reflect credit on Santa Fe. Amtrak is now prescribing operational modifications to be effective June 9 which we feel will lower the quality of service to a level hardly recognizable by those accustomed to past Santa Fe standards. We feel that the passenger discomfort that will inevitably result in the summer season from the operations now proposed will seriously damage a symbol of good service which is closely identified in the public mind with the name 'Chief' and various combinations thereof—most especially the 'Super Chief'." Reed said Santa Fe will do its best to cooperate with Amtrak in operation of the trains. But, in view of what Amtrak wants to do, "we have concluded that the time has come for us to remove as completely as possible identification of our names with Amtrak service."

NOW IT REALLY IS EMPLOYEE-OWNED

Chicago & North Western has occasionally been twitted for calling itself "employee-owned," since a relatively small percentage of its employees took advantage of the opportunity to become stockholders at the outset. Now, though, C&NW can fully justify the claim. In its recent stock offering, North Western saw about 2,400 non-shareholders buying stock (at a post-split $11-per-share price), and the employee-shareholder list now adds up to approximately 3,400—a majority of whom are union employees. President Larry S. Provo was obviously happy: "We're delighted with the response to this offering and we're particularly pleased that so many of the new shareholders are union personnel. We believe that this broadened employee-stockholder base can only lead to a stronger North Western."

ICC APPROVES SECOND AUTO-TRAIN ROUTE

Auto-Train President Eugene K. Garfield has announced that service on a second route, between Louisville, Ky., and Sanford, Fla., will begin "prior to the summer vacation season." The ICC on March 12 approved Auto-Train's application for authority to extend its service. Since December 1971 the company has been ferrying automobiles and their passengers on special trains between Lorton, Va., just outside of Washington, and Sanford.

AMTRAK PATRONAGE SOARS

Amtrak ridership in January was up 28% nationally over January, 1973. The gains were general over the entire system, whose patronage totalled 1,423,000 for the month. Especially large increases were reported on five runs: Chicago-Oakland (up 72%), New York-Montreal (up 70%), New York-Buffalo (up 66%), New York-Florida (up 60%), and New York-Boston (up 46%).

THE ONLY TWO UNCOUPLING LEVERS YOUR RAILROAD NEEDS

Holland's ECON for non-cushioned cars

There are 150-200 uncoupling levers for standard draft gear cars ranging from brand name models to Rube Goldberg devices. Now only one is needed: the ECON.

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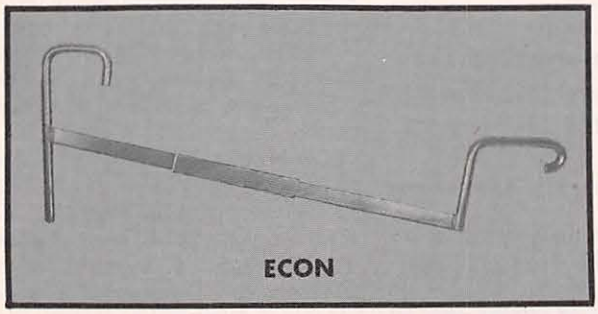

You can install an ECON in 30 seconds while the cars are coupled and the knuckle is closed. And you can do it without crossing the track, a vital safety factor. Couplers never have to be dismantled. In 95% of installations, the ECON can be applied to existing mounting brackets.

Since the ECON is made of two tough, flat steel bars, "heat and hammer" repairs are done easily in the field. If one of the parts is damaged, you don't have to buy a whole new unit. We'll sell you just the part you need.

Because of the ECON's unique design and low position, passed coupler damage, a chronic problem with conventional levers, has been virtually eliminated.

All in all, the ECON is a money saver. It cuts installation, repair and replacement costs. It performs major surgery on big uncoupling lever inventories that tie up precious capital. It will eventually make the "custom" uncoupling lever obsolete.

* Except cars with rotary couplers.

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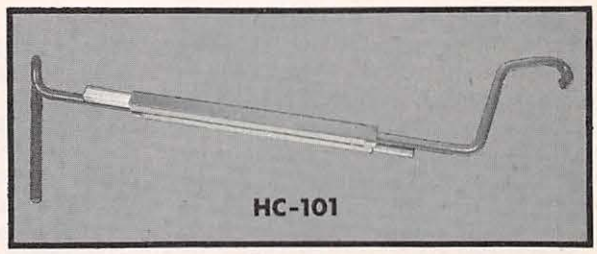
Holland's HC-101 for cushioned cars

Holland's 101 uncoupling lever brings to cushioned cars what the ECON brings to standard draft gear cars: *Standardization.* By replacing 16 models, it cuts both inventory and labor costs.

With a total travel adjustment of 43" the 101 has maximum flexibility. It is engineered to fit any end-of-car or cushioned sill device, regardless of travel, with proper Holland mounting bracket.

The 101 can be installed in 30 seconds without dismantling the coupler. Because of the 101's low price it's more economical to replace uncoupling levers than to spend shop time and per diem charges repairing or tailoring them to fit. (Average for "bad order" cars is 2½ days, according to industry statistics.)



Like the ECON the HC-101's design and low position just about eliminates the problem of passed coupler damage, which has plagued railroads for years.

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DOT's Northeast proposals ride into a storm

Possibly Reading Trustee Andrew L. Lewis, Jr., has summed up best the growing opposition to the U.S. Department of Transportation proposals in its "Rail Service in the Midwest and Northeast Region." Said Lewis: "The report has relied too heavily on theory and technology in its recommendations and not enough on either the uniqueness of local conditions or on the human equation."

Certainly the thousand-page, 400-map recommendation required as the first phase of the Regional Rail Reorganization Act of 1973 has produced a storm of protest at hearings from Boston to St. Louis which have been conducted by the ICC's Rail Services Planning Office. The constitutionality of the Act itself is being challenged in three separate suits filed by creditors of Penn Central. Congress, which must approve the final system plan when it is submitted next year, is showing less and less enthusiasm for the major restructuring which was authorized in December 1973.

Not only were Congressmen hearing from constituents on every light-traffic branchline and DOT-designated redundant mainline, but they were facing up to the fact that RRRA's funding is probably inadequate for the job which will have to be done. Since President Nixon has already indicated that he felt the legislation was too extravagant, the Administration would probably be reluctant to press for additional money.

There is no solidarity in the ranks of the bankrupts. Already Boston & Maine and Erie Lackawanna are seeking to continue to push for conventional Section 77 reorganizations. RRRA was primarily a response to the threatened shutdown and possible liquidation of Penn Central, and its properties would in any case be the majority of those transferred to Consolidated Rail Corp. (Conrail), the new operating company which the Act authorizes.

Transportation Secretary Claude S. Brinegar, when he unveiled the controversial restructuring report, noted that it would serve "to initiate the planning and give direction to where rail service should be provided," but that it was only the first step in a procedure that is to extend over 20 months. The recommendations for cutting some 15,575 miles from the "existing overbuilt" rail system, he said, must rely heavily on solvent roads in both the planning and operation of the ultimate system.

Heavily involved will be Chessie, Norfolk & Western, Maine Central, Delaware & Hudson, Bangor & Aroostook, and roads converging on Chicago.

One of the few positive reactions to the DOT report is that of John H. Burdakin, executive vice president of Grand Trunk, who notes that the 17-state restructuring affecting 61,184 miles of road is "clearly bounded by checks and balances which protect consumer interest." Important to remember, he adds, "is that DOT's complex recommendations must travel through five major steps before final Congressional approval scheduled for 1975. . .In our judgement the DOT study is an objective and honest approach to the railroad financial crisis in the Northeastern part of the country. Every railroad is obligated to make an in-depth study of these far-reaching recommendations. At Grand Trunk we plan to cooperate to the fullest extent with all levels of government, the ICC, and the newly created U.S. Railway Association. We will do so because we are confident the legislation is necessary to prevent nationalization, to permit improvement in the railroad industry in the Northeast, and to adequately protect consumers throughout the country."

As public controversy rages over "restructuring" recommendations, railroads have their own say.

DOT has cautioned that the final system plan must be developed with considerably more data such as engineering studies, up-to-date traffic data (carload figures used in the recent recommendations are those for 1972), and information on maintenance of the properties involved.

Hearings by ICC's Rail Service Planning Office have evoked massive response and sessions have been scheduled at additional cities. Shippers have denounced the plan for its effect on jobs and transportation costs. Environmentalists and rail commuter groups have stressed that the midst of an energy crisis is no time to switch more passengers and freight to the highways.

The head of Ohio's Department of Agriculture said that to abandon some 2,500 miles of track in the state would shut down 600 grain elevators. Elimination of a sixth of Pennsylvania's trackage "would represent the loss of $56 million in annual rail revenue," warned the transportation secretary.

A sampling of the presentations made by some of the Northeastern railroads showed that they also were concerned about RRRA's implications.

Boston & Maine: While DOT proposed that the present Penn Central Albany-to-Boston line be the primary interstate rail route, past studies have found B&M "to have the more efficient and economical route for freight operations," according to Alan G. Dustin, executive vice president and chief operating officer. "In addition to having more favorable grades, which decrease the energy and locomotive requirements, the B&M line. . .is 15 miles shorter."

Said President Paul W. Cherrington: "If B&M were to go into Conrail, all competition would be eliminated. A major reason for staying out is to provide the New England economy a reasonable alternative to what is likely to be a massive bureaucracy. Elimination of B&M's Hoosac Tunnel line would effectively dry up a great deal of traffic which Delaware & Hudson now receives from and turns over to B&M. . .With B&M gone and with Conrail as a monolithic monopoly in New England, any choice which the shipper might have as far as rail, with respect to routings and competitive service, would in large part disappear."

Canadian Pacific: There is every intention to keep CP trackage through Vermont, despite its having been listed as a candidate for abandonment. At ICC's Boston hearing, CP Rail reported that it "has no intention of abandoning. . .unless it is forced to do so by loss of its interchange with Boston & Maine." While DOT said not enough local traffic is carried by the line, CP explained that this does not take into consideration the line's importance as an international link.

Chessie: "The Northeast railroad system is a set of interrelated and interdependent railroads," comments Hays T. Watkins, chairman and chief executive officer. "If Conrail is not successful, there is no question that

Chessie and other solvent carriers will be adversely affected. If the solvent roads are jeopardized, the central purpose of the Act to provide adequate transportation for the region will be defeated... The Act does not expressly provide for continuation of the many operating agreements currently in existence wherein the solvent railroads use the rail facilities of the bankrupt carriers." Chessie has 157 major (and many minor) joint facility contracts with the bankrupts and "complete chaos would surely occur in the event these contracts were subjected to summary cancellation." Equally important are the many traffic arrangements between Chessie and the bankrupt carriers. Finally, if Conrail and the solvent roads are to share jointly yards and terminals as part of the Act's mandate for streamlining of fixed facilities, "the only way to achieve this objective may be through establishment of independent and impartial switching companies."

Delaware & Hudson: An island of solvency in a sea of bankruptcy, D&H has been mounting a vigorous campaign to assure its survival. Since over two-thirds of D&H business is overhead, and its major connections are the bankrupt B&M, EL and Lehigh Valley, President C. Bruce Sterzing has been campaigning hard against a single-system Conrail (RA, Feb. 11, p. 30), which he says, would eliminate rail competition in the Northeast to the general detriment of the rail mode. "Shippers," he says, "will always find an alternative, rather than being locked into dependence upon a single carrier's service. If they can't find another rail route, they will use the truck or water mode if for no other reason than to retain their bargaining leverage on pricing and service quality."

Erie Lackawanna: By May 2, EL's reorganization court will have to decide (as will those of the other bankrupts) if the second largest of the insolvent Northeastern railroads can be reorganized conventionally, rather than entering Conrail. If it is so rated, EL will then be regarded as a "profitable railroad" as defined in RRRA, and will be treated like, for instance, Chessie and Norfolk & Western. While RRRA's interstate network would downgrade the EL mainline to Chicago from Youngstown, Ohio, an EL going on its own would continue to operate that route. Independently, says President Gregory W. Maxwell, "it is the intention to provide vigorous competition to PC or Conrail."

On its own, EL is currently doing some of its own restructuring, moving to concentrate through traffic on one of its two routes from Binghamton, N.Y., to the New York metropolitan area. Because EL's line through Scranton, Pa., is shorter, serves more industry, and provides more interchanges with other railroads, this route's clearances are

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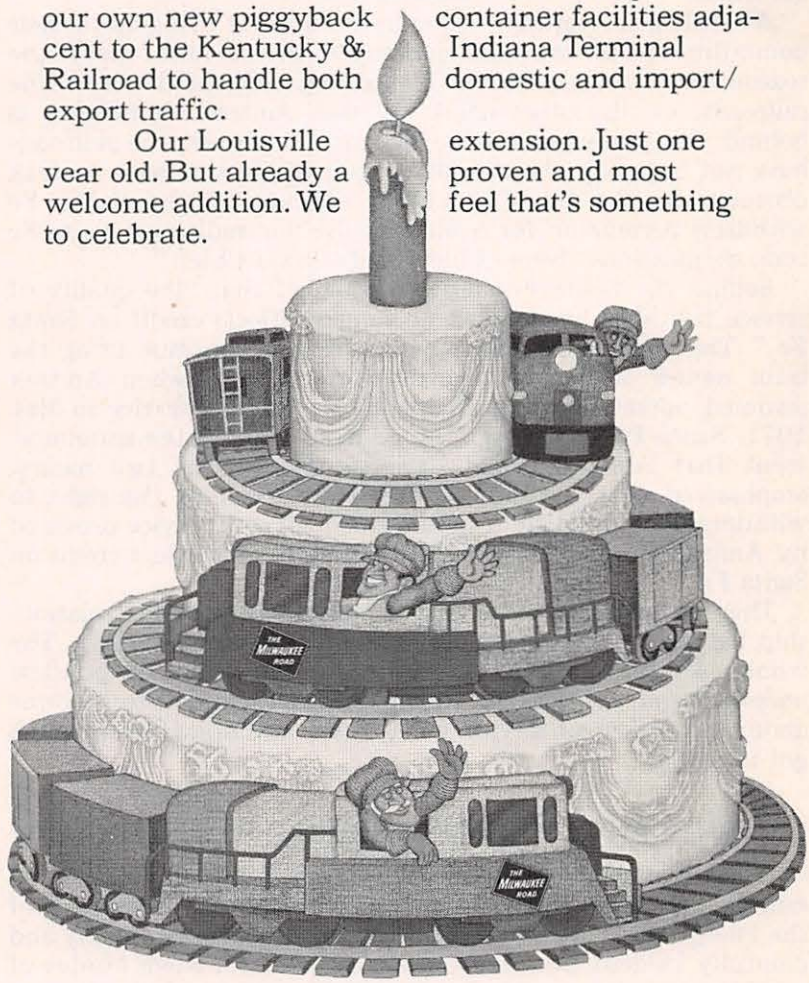

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AMTRAK/RAILROAD DETENTE?

R.M.M. McCONNELL

The nation's railroads, which so far have wasted little affection on Amtrak, may soon begin warming up to the government-sponsored effort at maintaining railroad passenger service. Evidence for increased cordiality is hardly obvious. In fact, Amtrak and the railroads have been criticizing each other even more than usual in the recent past in an effort to pin the blame for the deteriorating on-time record of passenger trains.

According to Amtrak, the railroads are not living up to their commitments to maintain passenger service, and that's the reason why on-time records are getting worse and worse. The railroads, on the other hand, say that Amtrak inefficiency is behind the passenger service decline. Moreover, the railroads have not been shy about making their displeasure with Amtrak obvious. In the latest example, officials of the Santa Fe withdrew permission for Amtrak to use the traditional Santa Fe train designations "Super Chief" and "Texas Chief."

Behind the Santa Fe step is the belief that "the quality of service provided by Amtrak no longer reflects credit on Santa Fe." The railroad had allowed Amtrak to continue using the train names—which are registered trademarks—when Amtrak assumed operation of the Santa Fe's passenger service in May 1971. Santa Fe Chairman John S. Reed, making the announcement that Amtrak would have to give up the two names, emphasized that the railroad "expressly reserved the right to withdraw such permission should the quality of service provided by Amtrak on the trains so identified no longer reflect credit on Santa Fe."

There is however more to the subtle and complex relationship between Amtrak and the railroads than meets the eye. The whole Amtrak concept is essentially the child of political necessity and political expediency. Something had to be done about rail passenger service, and Amtrak was done, and now it's got to work.

FREIGHT CAN'T COMPLAIN; PASSENGERS CAN—AND DO

It is a realization of this fact that may bring some changes in railroad attitudes towards the Amtrak approach. The effects of the energy crisis on America's travel plans became suddenly and painfully evident over the Christmas holidays, when hordes of passengers deprived of the convenience of the family car descended on the railroads. These are the people who write their Congressmen when they have a bad experience on trains, and more important, these are the people who vote for Congressmen who write back.

It makes little difference that in the over-all economy freight hauling is more important than passenger hauling; or that the railroads' real contribution to easing the energy crisis lies in what the trains can do for freight; or that passenger service is generally a money loser. Mishandled freight can't complain; mishandled passengers can, and they do. As a result, it is beginning to look to the railroads like they will have to bend over backwards to cooperate with Amtrak on improving passenger service in order to cultivate a public opinion climate receptive to more important, if less visible, railroad needs.

being increased so that by August all through trains will operate this way. EL notes that less than 3% of its main line mileage is presently operated under speed restrictions due to track condition, "contrasted with much higher percentages of slow orders experienced by PC and others." If insolvents such as Jersey Central and Lehigh Valley are incorporated into Conrail, EL would want to be assured entry into traffic centers it now serves through these lines.

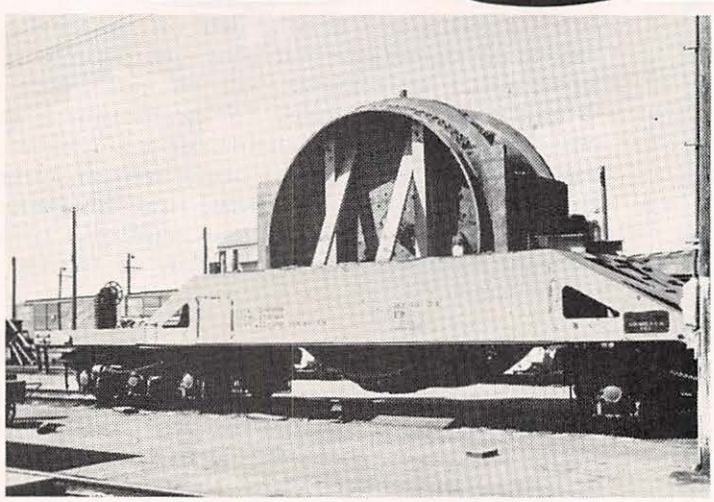
Under all circumstances, EL feels it vital that a fourth system be established in the Northeast, in addition to Chessie, NW, and Conrail. Once EL and B&M debt structures are simplified, this fourth network could include Erie, B&M, D&H, and possibly Maine Central and Bangor & Aroostook. Even if EL is rated as insolvent, its trustees have recommended that a second Conrail-like system (in addition to one based on Penn Central) be considered.

Jersey Central: Conceding that reorganization on an income basis under Section 77 is impossible and noting that its property is continuing to deteriorate steadily, Trustee R.D. Timpany has proposed that this Class I carrier be taken over by the State of New Jersey to serve as a neutral switching road for linehaul carriers converging on the New York metropolitan area. Pending decision on a government takeover of CNJ, which lies entirely within New Jersey, the road's court has been asked to rate it as "reorganizable under Section 77," which would keep it out of Consolidated Rail Corp.

Lehigh & Hudson River: Because DOT used originated and terminated traffic as its criterion, the bankrupt L&HR's bridge traffic (90% of its business) was ignored and the result was a recommendation for abandonment of segments so that this would no longer be a through route. President W. Gifford Moore has been telling the ICC RSPO hearings that L&HR is in a growth area where there will be need for rail service over a route which also provides the only "outer belt" bypass around the immediate New York metropolitan region.

Reading: "The elimination in the Report of alternate competitive routes and the suggested abandonment of much local service mandates a single unwieldy rail system with loss of service to existing industry, as well as the ability to expand to meet growing industrial demand," observes Andrew L. Lewis, Jr., trustee. This suggests that the basic philosophy of the DOT study be altered "to encourage development of at least two strong rail systems in the Northeast, which will mean many of the proposed abandonments will not be necessary and the economic viability of the rail service will be increased."

We can handle it.



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Lines on Labor

GUS WELTY

CAREER-TIME ON CAMPUS

This is the season for decision-making in the halls of learning—and it may be a different kind of season. True, some graduates—a few—will sign no-cut, pro football contracts. Some will go on to try for advanced degrees. Some will take the plunge with such corporate giants as IBM, Ma Bell, Exxon, USS, GM. Some—and maybe a lot, this time around—will walk around campus singing, "I'll be working on the railroad." For the soon-to-be graduate, railroad careers may suddenly be looking pretty promising. Why? Not because of the cliche to the effect that rail management is stagnant and any kid with reasonable smart can make it big. No, this time around what's promising is the railroad itself and its career potential. You can talk endlessly about railroads and the environment and the energy situation and the projected demand for transportation services. Or, you could sum it up in a sentence: Railroads feel needed again—and that's no short-term proposition.

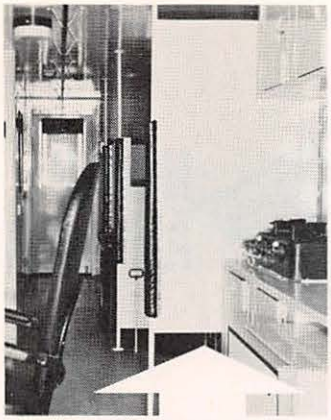
"GIVE ME A PLACE TO STAND. . ."

Recruiting takes many forms and many factors enter into it. But it would seem that more often than not, a job prospect's first exposure to a railroad comes when he picks up a brochure in the placement office, the student union or somewhere. For years, major railroads have done an outstanding job of making this first contact a good one—and that's certainly true of the latest production from Santa Fe, which leads off by quoting Archimedes: "Give me a place to stand, and I can move the world." What's the message? "At Santa Fe, we offer a place to stand. . . .We're not promising that you can move the earth if you join Santa Fe, but you can play an important role in seeing to it that the people of our nation and a good part of the world have the necessary items of food, clothing and shelter where they need it when they need it."

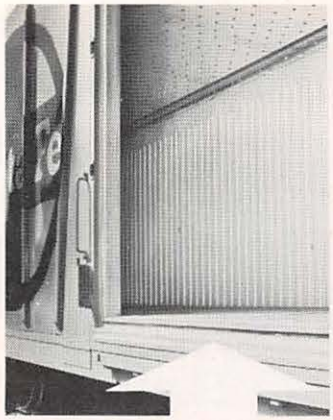
Santa Fe's approach, department by department, is direct. Job prospects get a rundown on the challenge facing each individual operation—and they get definite indications as to what initial assignments will be and where they may lead. Promotions? "Our policy for promotion is very simple. The best-qualified person available for a job when it opens up gets that position. . . .Openings occur frequently enough that new employees can expect to move into middle-management positions as rapidly as they become qualified. . . .The only prerequisites for advancement—all the way to the top—are ability and performance."

WHAT KIND OF "DECLINING INDUSTRY" IS THIS?

Even though railroads are doing more business thar ever before, it's true that 1951 was the last year in which an increase in rail employment was reported—and so job prospects might still be a bit wary. But maybe they shouldn't be—because the most recent figures show a different trend: for the four months ending in January, employment was actually higher than in the year-earlier months; comparing January with the 1973 averages, employment was up in four of the seven reporting categories. More on this later, as 1974 unfolds and it can be determined whether the upturn will continue. If it does, it could have all sorts of implications—including interesting ones in management/labor affairs.



CABOOSE LINING



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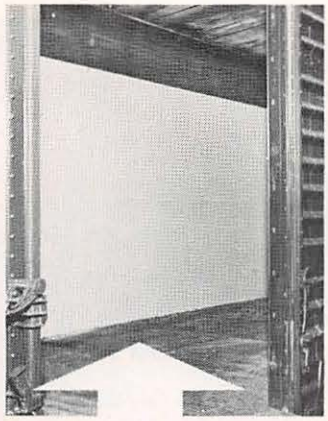

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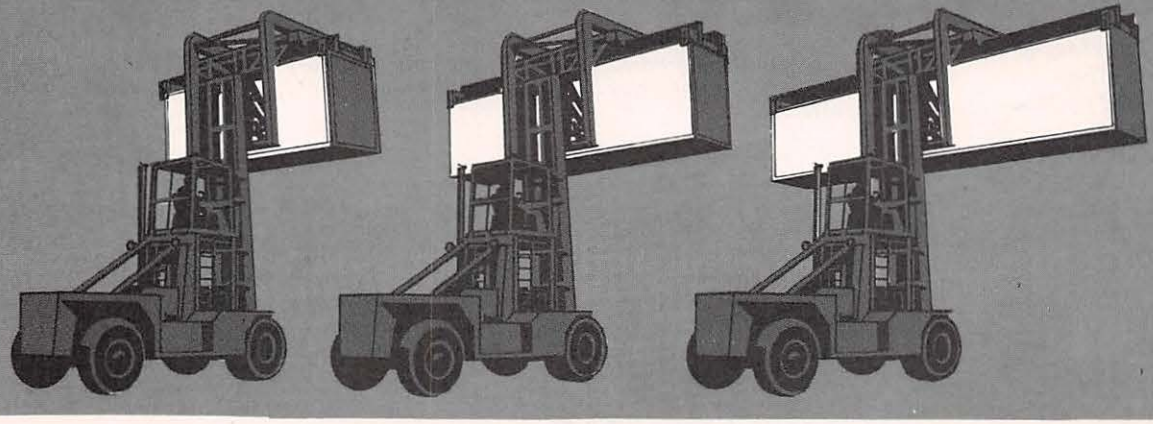

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L&D

The fire is under control, but—

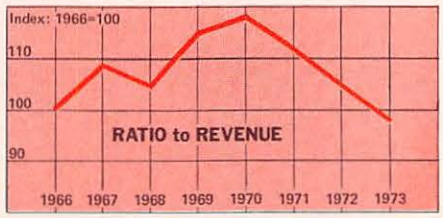
By GUS WELTY, Senior Editor

Railroad freight loss-and-damage specialists must sometimes feel the frustrations of the firefighter—battling to exhaustion to get a blaze under control, only to have it flare up someplace else.

Actually, the major part of the fire *is* pretty well contained. In 1972, for the first time in a decade, loss-and-damage payout showed a decline—a small one, only about $200,000, but a decline nevertheless. Then, in 1973, railroads did about 8% more business in a national economy that was suffering through an 8%-or-more jump in inflation. But did L&D payout take a giant leap upward? Not at all. When final figures are in on '73, they'll show that payout didn't change much, up or down, from '72 levels.

Even more important, 1973's final report will also show that the ratio of payout to revenue dropped for the third straight year—and represented the lowest percentage of revenue since 1966. By this measurement, claim payout peaked in 1970, at 1.97 cents per dollar of revenue. The ratio dropped to 1.88 in 1971, to 1.75 in '72 and to somewhere in the neighborhood of 1.65 in '73. So far as freight loss-and-damage people at AAR and on individual roads are concerned, that's not a bad neighborhood—but it's one that can be improved still further.

Moreover, despite the over-all improvement, L&D's own inflationary fires are still licking at a number of specific commodity areas—motor vehicles, for instance, and perishables and grain. In some of these areas, a lot of effort has thus far produced only a little progress. In others, the effort itself has suffered because there's only so much prevention talent and time to go around, and some commodities rank higher on a priority scale than others. Finally, in at least one area—grain—the situation appears to have worsened simply because there has been so much traffic to move. As one western L&D-prevention officer points out, the grain crush forced carriers to use equipment which they might have preferred to keep out of the grain trade—and one almost-inevitable result was more claims. Even so, however, while an absolute increase in payout is conceded, observers remain hopeful that the payout-to-revenue ratio held fairly steady—and that in itself would be no mean accomplishment, in view of the record volume of grain moved.



There's still room for improvement

● **Attention-getters.** Where are efforts currently being concentrated? On the national level, Director Ralph A. Grover and a smallish staff in the AAR's Freight Loss & Damage Prevention Section are working as hard as ever, and maybe harder, to develop programs with widespread application. L&D people everywhere are still waiting to see what the AAR board will do with a comprehensive program proposed in the quality-control area; in the meantime, Grover and his people are targeting-in on a number of projects for '74, including a top-emphasis effort on careful-car-handling and inter-road exchange of information on careful-car-handling.

In terms of individual commodity areas, AAR's most recent concentration has been on such as motor vehicles, household appliances, perishables and fresh meat. Specifically:

—The FL&DP Section has developed a multi-level loading manual, a standard nomenclature manual, a manual coding loading and unloading points, and a motor-vehicle origin ramp rating system. It has also worked up an audio/visual training program covering all aspects of multi-level shipping—a program which will soon spread across the country.

—Another audio/visual training program on ranges and stoves has been developed. Elsewhere in the appliance field, a study report on room air-conditioners has been completed and a training program prepared.

—Plans have been made for the 1974 International Conference on Handling Perishable Agricultural Commodities. It's scheduled for Michigan State University this year (after having been held for a number of years at Purdue), and for '74 the concentration will be on movement of lettuce.

—A fresh meat study report has been completed and is now in committee.

● **Southern's a leader.** How about individual-road efforts? No two carriers are moving in exactly the same ways. Problems differ among roads, and so do the capabilities for solving those problems. But by any measure, one of the most successful total programs has been Southern's—a program which actually began back in 1967, when Southern saw its payout ratio zoom up from 1.34 to 1.57. In 1968, Southern got the ratio down to 1.32, where it stayed for three years while the national ratio climbed from 1.76 to 1.97. That national ratio began its decline in 1971, to the estimated 1.65 for 1973. But what's happened on Southern in that 1971-73 period borders on the fantastic: In '71, Southern's ratio was 1.13; in '72, it was 1.10—and in 1973, Southern broke the barrier, checking in with a ratio of 0.99. Can Southern hold under 1.00? Predictions are always risky—but with the programs Southern is now working on, take a chance and forecast that Southern can not just hold to 1.00 but actually improve still further on the ratio.

A good part of the reason for the optimism is a program launched last August after about two years of developmental work. Stated most simply, Southern started putting the computer—third-generation variety—to work on L&D prevention. Not surprisingly, it has taken a few months to work out all the bugs—but Southern is now starting to get the kind of information "which will pinpoint problem areas better than ever before."

With computer help, Southern will be able to better focus on areas, commodities and causes of the greatest L&D. Reports will break out L&D by

cause on a divisional basis. In addition, it's Southern's belief that the so-called catch-all cause on the standard form—Cause 3, Improper Handling-All Damage Not Otherwide Provided For—should be split. This is the "cause" under which 55% to 60% of L&D payout is classified in national reporting. Southern thinks that damage attributable to known improper handling and to vandalism should be listed separately—and on Southern itself a separate known-improper-handling category will be included in internal reports.

What does Southern expect from the new system? T.D. Nicholas, director-freight claim services, recalls that in 1967, Southern launched an intensified information-gathering effort based largely upon improving its destination-inspection reporting. It wrote a comprehensive inspectors' manual, which has since served as a pattern for others. Its ratio started dropping, to the 0.99 recorded last year. And as the computer program evolves this year, Nicholas believes it's going to help Southern as much as the emphasis on inspection reporting did—as much as, and maybe more.

With that record and those prospects, it's no wonder that an L&D-prevention officer of an another road observes, with mixed envy and admiration, "Yeah, we can all learn from Southern."

● **Records improve.** At the same time, Southern isn't the only major road with (1) a low ratio, or (2) a noticeable year-to-year improvement in ratio. Just a couple of examples: Chessie checked in last year at 1.01, down from 1.19 in 1972. Southern Pacific dropped from 1.69 in '72 to 1.55 in 1973. Another western road went from 1.34 to 1.20. And one in the Southeast dropped from 1.70 two years ago to 1.41 last year.

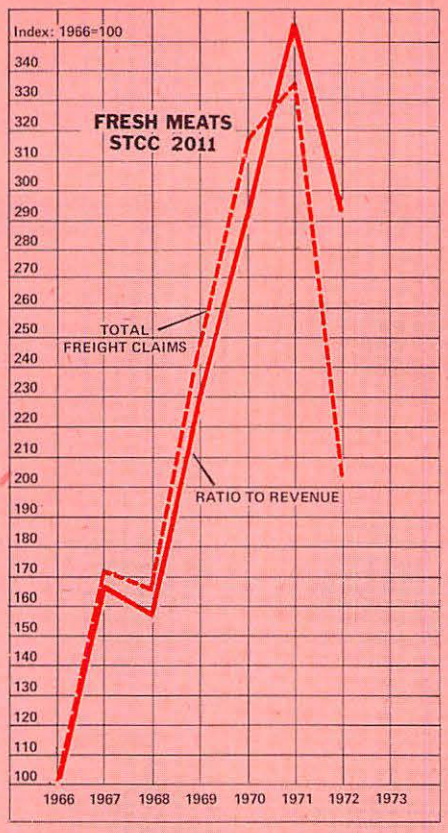
Of course, it could be pointed out that high-volume coal-haulers might be expected to show a decent ratio on total revenues—nationwide, coal accounts for only about 1.2% of L&D payout and about half of that is attributable to train accidents.

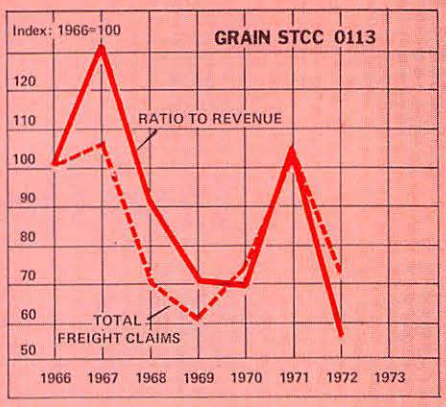
Still, a road which, like Chessie, can knock the ratio down from 1.19 to 1.01 has to be doing a lot right, beyond just handling a lot of coal. And, in Chessie's case, improvements might be laid to a couple of things: A year or so ago, the road set up a Casualty Prevention Department, bringing together all aspects of casualty work—freight claims, L&D prevention, general claims, personal injury prevention and so forth—and this has tended to give more stature to the total operation. Then, Chessie installed an approach it had wanted to try for some time, the use of the manager-concept in L&D prevention for commodities and groups of commodities. Too, Chessie has been working more and more with individual shippers—"not just giving it lip service but actually getting out there and working with customers," as it's succinctly put by B.A. Hoffman, director-freight damage prevention services. Chessie's ratio goal for '74? It's 0.98-or-better.

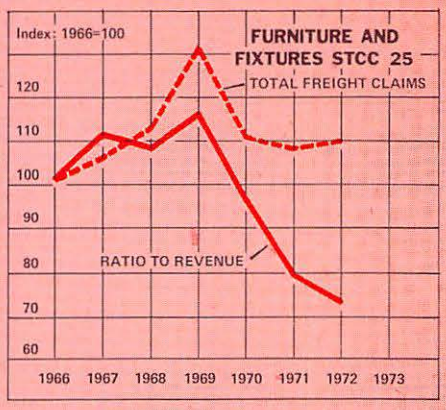
Out West, Southern Pacific will be working on a number of the same things such roads as Southern and Chessie are pursuing—among them, stepping up inspections and concentrating on a commodity approach. As it happens, SP also has a couple of other things going for it. One is a fairly extensive use of radar devices as an aid in developing car-handling programs in yards. Another has to do with what Carl Dudley, manager-damage prevention and loading services, regards as perhaps the most-detailed-computer-printout capability now available in the industry on claims paid.

For SP, the 1.55 ratio in '73 represents the fourth decline in ratio in four

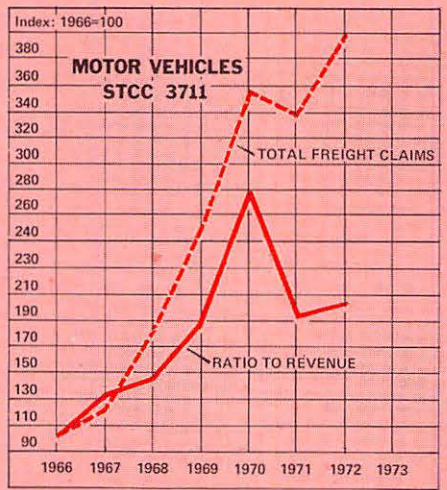
Improvements made

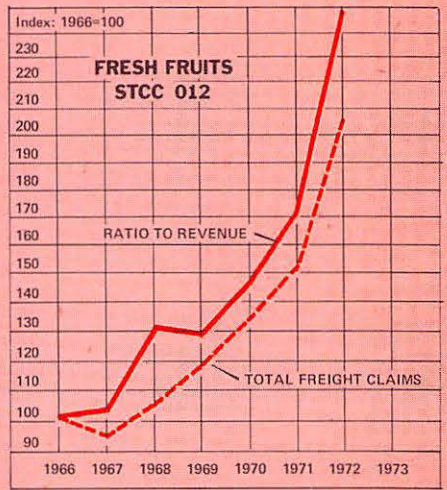


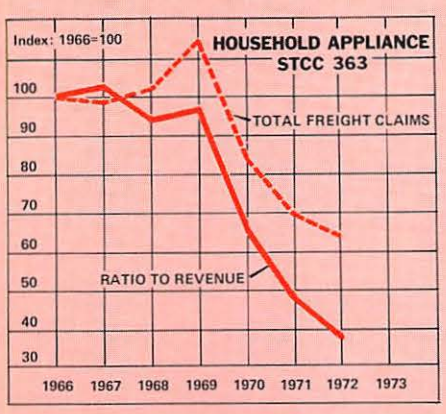


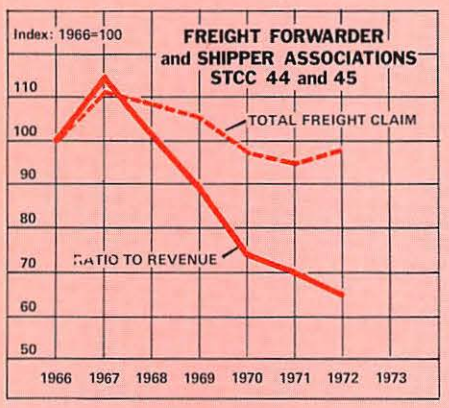


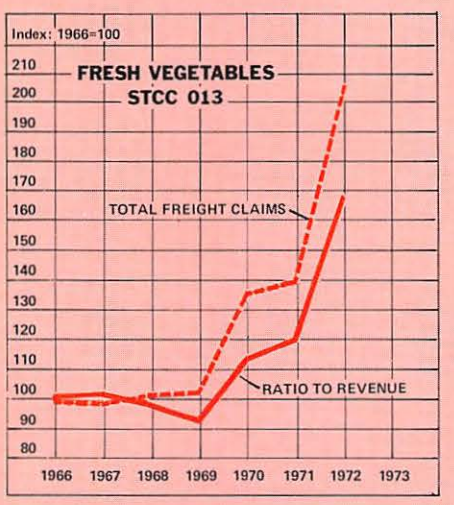
Improvements needed











years. Dudley credits a number of things for this performance—and he's especially high on the results produced by expanded efforts by the National Damage Prevention Committee, which has taken a task-force approach to improving the L&D situation with individual commodities and shipper groups. One example in particular: Plywood. Damage, Dudley notes, has been down every year since the railroads have had a program under way with the American Plywood Association. "It's a winner," he says, with understandable pride. "We're working more and more closely with shippers—and the carrier/shipper relationship has never been better."

Elsewhere, the L&D record and the prevention picture come up mixed. For some roads, derailments have made payout and the ratio look worse, despite active and effective programs which are having a positive effect on more-normal causes of freight damage. For some, there has been an upturn in claims-filed that muddies things up—partly because a number of these claims are ones which had previously been filed with bankrupt carriers, and claimants apparently got itchy because action was coming slowly. (In this particular context, one carrier connecting with Northeast roads reports an increase of more than one-third in claims filed, and attributes most of the activity to re-filing by claimants.)

Where are some of the bright spots? Believe it or not—since the figures don't really show it yet—two bright spots could be in the handling of motor vehicles and perishables.

On motor vehicles, current and coming programs are bound to have an effect—or at least they are if the past pattern holds up, a pattern in which improvement follows a concentrated campaign aimed at reducing damage. In addition, there is the obvious factor of equipment-design change: More and more new automobiles are moving to market in completely enclosed freight cars or containers. And, as one prevention officer puts it, with such equipment it is physically impossible for damage to occur while the motor vehicle is in the custody of the railroad—unless, of course, there is something like a derailment or a structure failure in the car or its securement devices.

As for the perishables situation, take as one example Santa Fe. Over-all, Santa Fe has what Richard A. Wellis, manager-quality control, regards as the best system in the industry for actually finding out what's happening on a current basis. But particular concentration is going to prevention efforts on perishables. Santa Fe is monitoring every load in an effort to cut down on mechanical failures and delays, it has invested substantial sums of money in manpower and facilities for improving the pre-tripping of mechanically temperature-controlled equipment, it is working to get its people better trained in the care and repair of refrigeration units and it is working closely with connecting lines on perishable movements. Indications are that the effort is paying off: The ratio of failure of mechanical units hit its lowest mark ever in December and January.

An L&D roundup wouldn't be an L&D roundup, however, without a mention of a dark spot—Cause 7, theft.

It has long been suspected that a lot of loss actually caused by theft lines up somewhere else in the reporting—but even the theft account itself has been showing alarming increases. In 1970, it was $5.5 million, 2.4% of total L&D payout. In 1971, it was $10.2 million, and 4.4%. In 1972, it was $13.7 million, and 5.9%.

What is '73 going to show? Probably, another increase—though there are those who cautiously forecast that payout will hold even or possibly go down a bit. One straw in the wind, maybe: one major road that operates through its share of urban centers saw its theft payout drop last year for the first time since 1964. It could have happened for any number of reasons: one could be that this particular road makes a regular practice of physically checking on the movement and condition of cars loaded with high-valued commodities.

Other dark spots? There are a few. One top L&D prevention officer, while he praises the work of the National Damage Prevention Committee, simultaneously worries about lack of manpower and the fact that people active on national campaigns may be stealing time from on-line activities.

Over-all, though, it has to be conceded that L&D prevention people—most of them—are among the most dedicated people collecting railroad paychecks. Take just one example: Santa Fe sent a man to Albuquerque not long ago to see what shippers and receivers think of the road's quality-control program. He came back with quotes like these: "We never win the battle completely, but the situation sure has improved. When your people are around my people don't play games and neither do the shippers." "I've driven around and observed your switching, and I've never seen your switchmen rough-handle a car. If we get any damage, I would have to say it was done by another railroad, or at least at some place other than Albuquerque" (with this quote, by the way, coming from the chairman of a trucking company). "Your people come out all the time, just to see if things are going right—and I know that if we do have a problem, they're going to do something about it."

Kind words—but the figures have also been kind to Santa Fe: new claims filed from the Albuquerque area have been down each month for well over a year, and the total dollar value of claims has been cut despite the kind of inflation in which rice valued at $15 per hundredweight in 1972 is now priced at $52.

L&D prevention efforts have come a long way from the days when "prevention" meant chewing out a switchman and printing up a new batch of posters. True, with payout of $235 million a year, there is still a long way to go—but at long last, the industry may just be on the right track. ■

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L&D Prevention:

Radar plays key role in BAR's "Soft Touch" program

The black half-sphere that is sometimes seen hanging on the window of a parked highway patrol car has a way of striking fear into the heart of the motorist who sights it just as he has nudged the speedometer needle a little too far past the posted speed limit. The ominous gadget is, of course, a radar device. Many an errant motorist has been arrested or otherwise disciplined on the basis of the painfully accurate testimony of this electronic supersleuth.

But, radar doesn't necessarily have to be part of a disciplinary system. At Bangor & Aroostook, for example, radar is a vital part of the road's new careful-car-handling program. Called "Soft Touch," the project uses radar solely as a training aid.

Heartily endorsed by labor leadership as well as top management on BAR, the radar-assisted careful-car-handling program is achieving notable results. "Our radar device is playing an important role in helping us train enginemen and trainmen to become more expert at judging the speeds of freight cars in switching operations," advises Burton Sawyer, freight claim agent.

The radar unit which BAR is using is a hand-held device made by West Bend Autotronics, Inc. Designed specifically to serve railroad operations, the device has two speed ranges—a 0-19.0 mph range and a 0-199 mph range. The lower range measures speeds in tenths of a mile, thus providing the more precise readings needed in switch yards. The higher range isn't expected to get much use on BAR, says Sawyer, but it could be used at some time in the future to perhaps check mainline train speeds. The cost of the basic unit is approximately $1,250, and the total package, which includes carrying case and portable power pack, costs close to $1,400.

Radar isn't something that the railroads have suddenly discovered. It has been around for a while. Special research projects have used it successfully. Also, it has been used from time to time as a disciplinary tool to pinpoint areas of rail operations where rules regarding train speeds and couplings of cars were being violated. Thus, radar is no stranger to railroad people, but unfortunately it is recognized by far too many railroad employees only as an instrument of distrust.

DIRECT DIGITAL READOUT SCREEN enables radar operator, Freight Claim Agent Burton A. Sawyer, to clock speed of cars being switched up to instant of impact.

● **Strong union support.** At BAR, however, radar is getting top-to-bottom support, with the United Transportation Union as strongly behind its use as anyone. As a matter of fact, the program's name, "Soft Touch," was suggested by Gary E. Karam, local UTU chairman representing enginemen. Along with Glenn W. Jones, local chairman representing the trainmen, Karam gave approval of the project "only after every assurance had been attained that the radar would not be used for disciplinary purposes, and that it would be used openly, as an educational tool to help employees improve their own performance."

Project "Soft Touch" got started on BAR this past September. Union leadership was given full details on the project and its goals right from the outset, and their advice was sought on determining the best way to get things started.

Basically, the radar unit is being used to rate the performances of various switching yards on BAR. Not suprisingly, it is giving rise to competition among the yard crews, and this is proving to be beneficial to employee morale, to railroad performance over-all, and perhaps most important of all, to the condition of shipper cargoes arriving at receivers' docks.

Radar seems to have a high credibility rating with employees, Sawyer says, and the men rarely question the

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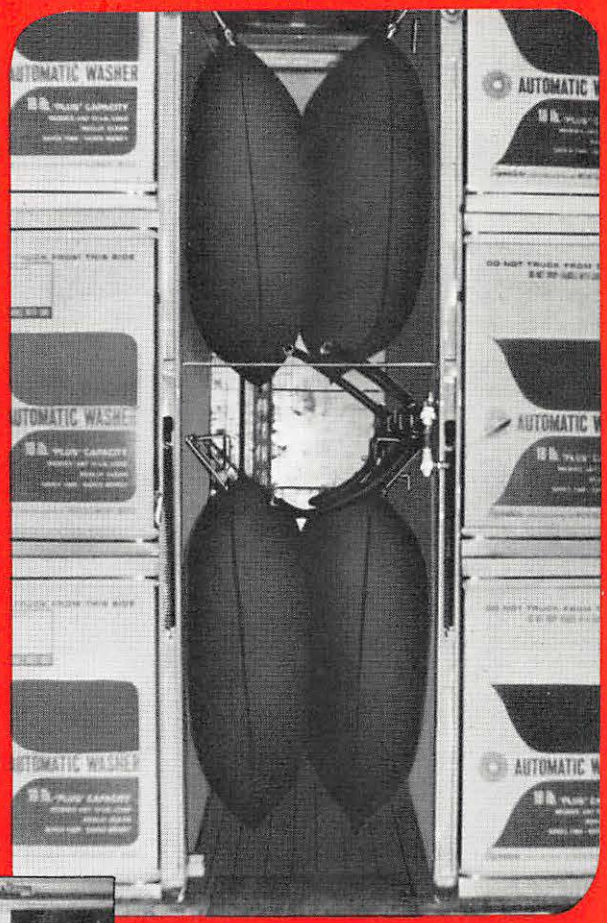

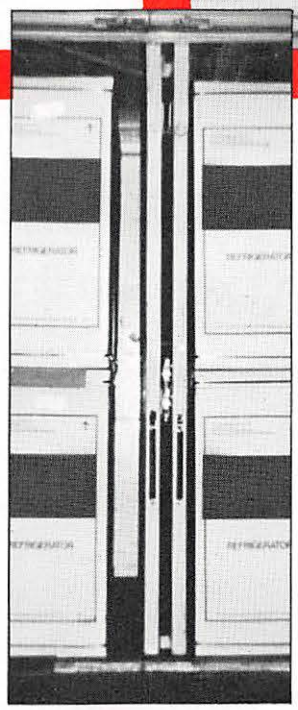

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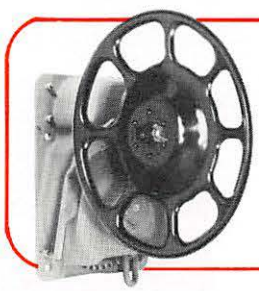

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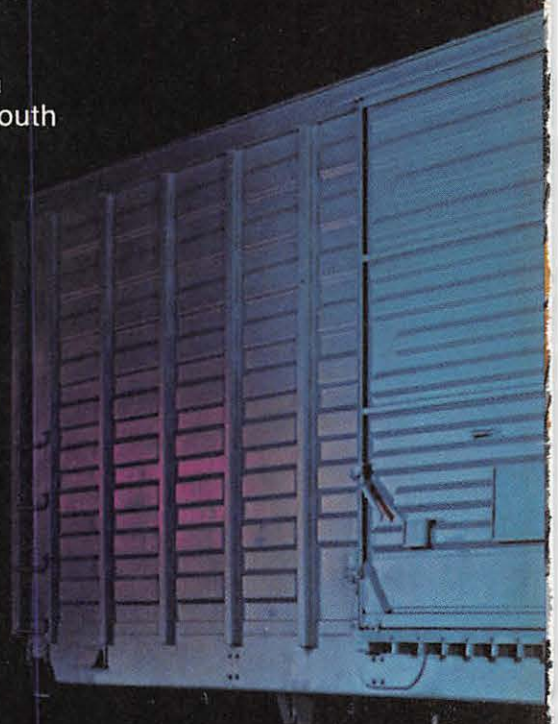

Pullman-S

Standard

By rating performance at various yards, the radar gives rise to competition among the yard crews

readings that are taken during switching operations. "Quite often men will come to me in the yard and ask to see how the unit actually works," says Sawyer. "They ask a lot of questions about speeds of cars on certain tracks and they seem to be interested in learning how best to judge speeds so that there won't be any overspeed impacts."

● **Broadened participation needed.** The whole idea behind the project is to get the shipper's product to the receiver in the same condition as it was when loaded. UTU's Karam and Jones are the first to admit that "if the lading is damaged anywhere in transit, the entire mode will suffer lost customers." They're hoping that something similar to "Soft Touch" will catch on with other railroads, recognizing that such a damage-prevention program can become truly effective only after all roads handling the cars become educated in the proper methods of coupling cars in yards. "And we heartily approve the involvement of labor representatives in any programs that may evolve elsewhere," they add.

BAR management is making every effort to gain the confidence of the enginemen and trainmen, assuring them that they need not fear the radar, but instead to look upon it as a tool that will help them do their jobs better and easier. Judging the speed of a car as it moves through the yard to a coupling point is not all that easy. There's a rule of thumb which can be used to judge speed, but it's really no better than the judgment of the man using it. According to this less-than-scientific rule, a 40-foot car that passes an object in seven seconds is traveling at four mph, an acceptable coupling speed. Meanwhile, a 60-foot car passing an object in 10 seconds will be traveling at 4.1 mph at the point of coupling, also an acceptable speed.

Radar takes all the guess work out of judging coupling speeds. Whether the car is coming toward the unit or moving away from it, the reading is uncannily accurate. Yardmen often inquire about the increase in speed that they might expect along a certain stretch of track, advises Sawyer, and he's able to show them on the digital meter of the device how a car perhaps 50 yards away is gaining or losing speed on a track. Sometimes the men are surprised at the speed and readily admit that they had been misjudging it in the past.

● **Impact measuring not new.** Just as radar is not new to the railroad industry, measuring devices to determine coupling speeds are not new to BAR. Back in 1964, the road began using impact registers in cars to determine where any particular problems might exist. But, a tremendous number of such recorders is needed to really do an effective job, and the costs of such a program are very high. Besides, impact recorders have several shortcomings, one being that they can't distinguish standard-draft-gear cars from those that have cushioning units, and therefore the recorded impacts may not be accurate.

BAR plans to continue to use the impact recorders in certain loads, but their damage-prevention efforts are going to lean heavily on the radar-assisted "Soft Touch" project. Sawyer feels that such a project is more visible to shippers and it demonstrates with greater effectiveness the honest effort a railroad is making to avoid damaging ladings while cars are in switching yards. He is, in fact, sending copies of the radar reports to about 350 shippers in the Northeast so that they can watch the progress of the project.

BAR management is confident that the men in the switching yards are being motivated by project "Soft Touch." H.P. Lee, superintendent of the transportation department sums it up this way: "We can buy a man's time. We can pay for his physical presence in a given place at a given time. We cannot, however, buy his enthusiasm or initiative for any resulting accomplishment. He must, on his own, assist us in achieving the goal."

BAR is hopeful that the enthusiasm generated among its employees for "Soft Touch" will continue to grow. The next item in priority, Sawyer says, is to get other railroads interested in such a program so that careful car handling will become a true systemwide rail project all year 'round—throughout the country.

ASF: An L&D story with a happy ending

One of the little ironies of rail L&D prevention lies in the fact that rail suppliers themselves have been among the leaders in developing more damage-free methods of shipping, not just for others' products but also for their own. Case in point: American Steel Foundries.

Not so long ago, ASF castings and springs were shipped loose in gondolas and unloaded by magnet-equipped cranes. "Unloading" consisted of getting the material out of the car and dropping it somewhere—the kind of handling that was potentially injurious because of the high-stressed characteristics of the product. Then came box car loading—and picture a carload of loose springs after a cross-country ride.

So, ASF pioneered use of pallets and wirebound boxes. A forklift operator could handle the load. But then, pallet costs jumped by something like 150% and environmental interests rammed through laws prohibiting burning—including pallet disposal.

ASF then went to the outside for help, to the Package Research Laboratory in New Jersey, and the upshot was development of a palletless package. ASF learned about nesting before strapping, to insure a tight bundle. It learned about unitizing loads without expensive blocking. It learned about stacking of bundles so that they could be stored safely in a minimum area.

Most recently, with packaging costs soaring, ASF has been looking into alternatives—including a triple-wall corrugated fiberboard container known as Tri-Wall Pak. In this shipping method, a standard wood pallet is required. But the rest of the package is fiberboard and, ASF says, tests of the waterproof and weather-resistant versions of the material have demonstrated that it can perform "superbly in outdoor storage, fully loaded, for more than a year." The Tri-Wall Pak material, ASF notes, offers high rigidity and excellent stacking strength.

ASF has a wide range of products to ship—side frames, bolsters, draft sill ends, couplers, knuckles, yokes, brake beams, follower blocks, Ride Control friction castings and coil springs, friction wear plates, other kinds of springs, Simplex and Ride Control side bearings.

It is not the easiest kind of material to ship, especially if it is going to arrive at destination without damage. Thanks to ASF's packaging efforts, however, Manager-Marketing Services J. Herbert Lund has this observation: "Where we formerly received many customer complaints, we now receive plaudits. I cannot recall when the last serious complaint was received."

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L&D Prevention:

Cargo theft bleeds railroads of $50 million a year

By ROBERT D. BARTLEY,
Associate Editor

Transporters of freight in the U.S. are being robbed blind. Cargo theft along the 200,000-mile national rail network alone is taking a tremendous toll—and, more often than not, it's the railroads who can least afford it that are getting hit the hardest.

According to Department of Transportation estimates made last year, the railroads suffered close to $30 million in direct, out-of-the-pocket losses due to theft in 1972. Add to that the indirect costs—investigations, doubling up of recordkeeping, processing claims, perhaps repairing property damage, soothing angry customers whose products never reached the receiving docks, and so forth—and the 1972 theft bill easily edges up toward the $50 million mark, DOT figured.

The $50 million, by the way, is equal to about one-tenth of the net income for all Class I railroads in 1972.

DOT theft figures do not match the out-of-pocket theft cost figures which the Association of American Railroads lists for 1972. The AAR figure is $13.7 million, considerably lower than DOT's estimate of close to $30 million. However, the AAR breakdown assigned $15.4 million in losses to "missing packages," which may or may not have been stolen.

Either way, the theft costs are staggering, but they tend to pale and become rather insignificant when they're compared with the $1.5 to $2.8 *billion* which this nation may actually dole out each year to pay for theft, hijacking, pilferage and other unexplained losses of cargo. When comparing their losses with those of the motor carriers, the railroads might regard themselves as being pretty lucky. Trucker losses in 1972 were estimated by DOT to be $884 million, with about $500 million of that being direct, out-of-the-pocket costs.

There are different brands of theft in the transportation industry. The type found in trucking, air transport and maritime cargo is believed to originate mostly with employees, with perhaps 80% of the losses going out the front door in caseload or less-than-caseload lots.

● **Railroads—victims of a social problem.** The railroad theft problem, on the other hand, is recognized as being, mainly, a social problem. Looters, vandals, theft rings, most of them operating in or about large metropolitan areas, account for the largest chunk of railroad theft losses. This isn't to say that railroads don't have their own internal problems with employee pilferage, but the losses from this brand of theft are relatively small. (A ring which allegedly was stealing from the railroads in the St. Louis area last year was reported to be made up of a handful of employees from several railroads and even included a couple of security officers. Such incidents, however, are rare.)

JUVENILES are worst offenders in cities.

Railroad security officers who are seeking to protect railroad property and shipper cargoes in the big cities will usually single out "juveniles" as their biggest problem. They admit to their frustration over seeing thieves who had been caught red-handed and arrested appear back on railroad property again in two days without so much as a $25 fine levied against them. Juveniles, they say, stand an excellent chance of getting off scot-free, and adult theft rings often seem to fare just as well in the courts.

There's the story about "Ol' Red Shirt," a notorious thief who thoroughly frustrated railroad security police along "Ho Chi Minh Trail," a high-crime rail corridor in Detroit (it should be noted that many other large cities also have their "Ho Chi Minh Trails" where the level of railroad theft is very high). "Ol' Red Shirt" got caught one day scurrying out of a rail yard with a pair of wheels and tires he had removed from a new automobile departing Detroit aboard a tri-level autorack car. Finally, the security officers thought, they were rid of this sly old fox. But, two days later, he was again seen fleeing the same area of the rail yard with the customary wheel and tire under each arm.

Clearly, prosecution has not been the answer to the theft and pilferage problem. What then? "Prevention" is what the Federal government is advocating. Speaking at the National Cargo Security Conference in Chicago last September, Benjamin O. Davis, Jr., assistant secretary of transportation for environment, safety and consumer affairs, said that "in attacking the cargo theft problem on a broad front, we must emphasize prevention, programs that stop the crime before it happens."

● **A China wall, or what?** Short of installing 10-foot-high fences topped by barbed wire all along the 200,000-mile rail systems, what can the railroads do to prevent theft of cargoes? DOT began issuing a set of advisory standards last year which it feels will go a long way toward giving prevention a boost so far as cargo theft and pilferage are concerned. These advisory standards, many of which are in effect or scheduled for issuance this year, deal with:

—Seal accountability and procedures, issued last April, dealing with seals on truck trailers, box cars and container doors.

—High-value commodity storage procedures.

—Cargo accountability procedures.

—High-value and sensitive cargo transit.

—Pre-employment screening procedures.

—Locking devices.

—Document management control procedures.

—Packaging and marking procedures.

DOT has been participating with railroads in a couple of areas of theft prevention. In the St. Louis/East St. Louis area, the agency joined with 14 railroads in a project involving use of security methods and hardware to reduce theft and vandalism. In northern New Jersey, a project aimed at making an Erie Lackawanna piggyback rail terminal more secure was initiated last year. In mid-1973, a truck and rail securement project in Philadelphia was supported in part by the Federal government.

Although such efforts will certainly help in the battle with the theft problem, they fall far short of making any

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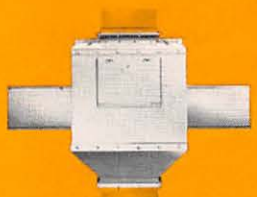

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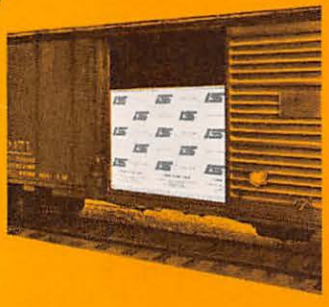

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Senator Bible pushes for mandatory security standards for interstate and international carriers

noticeable dent in the national cargo loss figure or in the railroad's own loss account. Senator Alan Bible (D-Nev.), whose Senate Small Business Committee really first focused attention on the national theft problem back in 1969, thinks it's time to get tough with the cargo-security problem and enact legislation that has teeth in it. Last month, he introduced S. 2974, a bill to "provide a comprehensive program to improve cargo security in commerce."

● **Combating a multibillion-dollar shame.** Bible feels that authority should be granted "for the Federal transportation regulatory agencies to establish minimum security performance standards for truck, air, rail and maritime public carriers in interstate and international commerce." The goal of his bill is to bring under control the forces which are causing the estimated $1.5-to-$2.8-billion loss each year from theft, pilferage and other criminal acts. He goes so far as to estimate that maybe the total national theft bill could be as high as $8 billion to $10 billion annually, when the indirect costs to carriers and shippers are added in.

"In the railroad transportation area," continued Bible, "our committee was advised that cargo theft increased almost 100% between 1970 and 1971, while 1972 figures showed a continuing upward trend. We can only conclude that cargo theft and pilferage are at the heart of what may be the largest multi-billion-dollar racket today—stealing from transport carriers."

Security, Bible believes, should be added to the regulatory role of transportation regulatory commissions, joining such things as ratemaking, commodity categorization, and route and operational authority. He thinks Federal mandatory regulations in the realm of cargo security will be more effective than the advisory standards which commissions such as DOT have elected to institute.

In a way, the DOT advisory standards have, if not a full set of teeth, at least a partial plate. DOT has, in fact, suggested to some of the largest among Federal-agency shippers—Department of Defense, the Postal Service and the General Services Administration—that they choose those carriers who are making the strongest effort to comply with the advisory standards. Bible—and a lot of others, too—don't think that these strongarm tactics will do any kind of an effective job of really striking a blow at the heart of the theft problem.

● **An all-inclusive program.** Essentially, here's what the Bible bill seeks to do:

—Require the Interstate Commerce Commission and other regulatory commissions to set standards of performance based on carrier size and type of commodity transported, with the carriers themselves providing whatever security they feel is necessary to meet the standards. Policemanlike regulations, Bible was quick to recognize, would become a regulatory nightmare in light of the fact that there are over 25,000 Federally regulated common carriers in the four modes of transportation. Performance standards, with the carriers themselves providing the security—and manpower—to comply with them, seemed more realistic and, of course, less costly to the government.

—Establish an interagency council within the executive branch to coordinate all cargo security activities of the ICC, DOT and other agencies concerned with cargo security and review and recommend action on various programs.

—Require DOT to establish pilot programs to show the effectiveness of different cargo-security systems and to encourage new techniques. The agency should encourage participation of the various modes of transportation, shippers, insurers, and so forth, in these pilot programs, the Bible bill suggests. Also, advisory security guidelines should be made known so as to assist various carriers in bettering their performance. General loss reporting systems established by the regulatory agencies similar to those now in use by Class I trucks and air carriers would be used to monitor performance standards of all modes. Failure to meet the standard of performance would be punishable by fine and possibly suspension or loss of operating rights.

Aside from these three key points of the Bible bill, there is another portion of it that deals with security measures at ports. Railroads would be affected only in a secondary way by this part of the bill.

● **For the shippers and the public.** What the Bible bill would provide, in a nutshell, is a congressional mandate to the regulatory agencies to add to their present functions an "additional function—security from theft or unexplained loss. . ." Bible feels the "shippers and the consumer public deserve better than they are getting today from certified carriers in this area."

This is the crux of the so called "Cargo Security Act of 1974," something which, if passed, will further tighten the regulatory grip which the Federal government is gaining on the railroad industry.

● **Security technology exists.** The technology exists today which could help the railroads cut their theft losses. Firms such as ADT Security Systems have developed total electronic surveillance systems which can virtually surround something like a piggyback terminal with various types of protective devices that will thwart the thief. Systems such as this could be expanded to cover larger areas and are limited in what they can do only by the availability of money to purchase them.

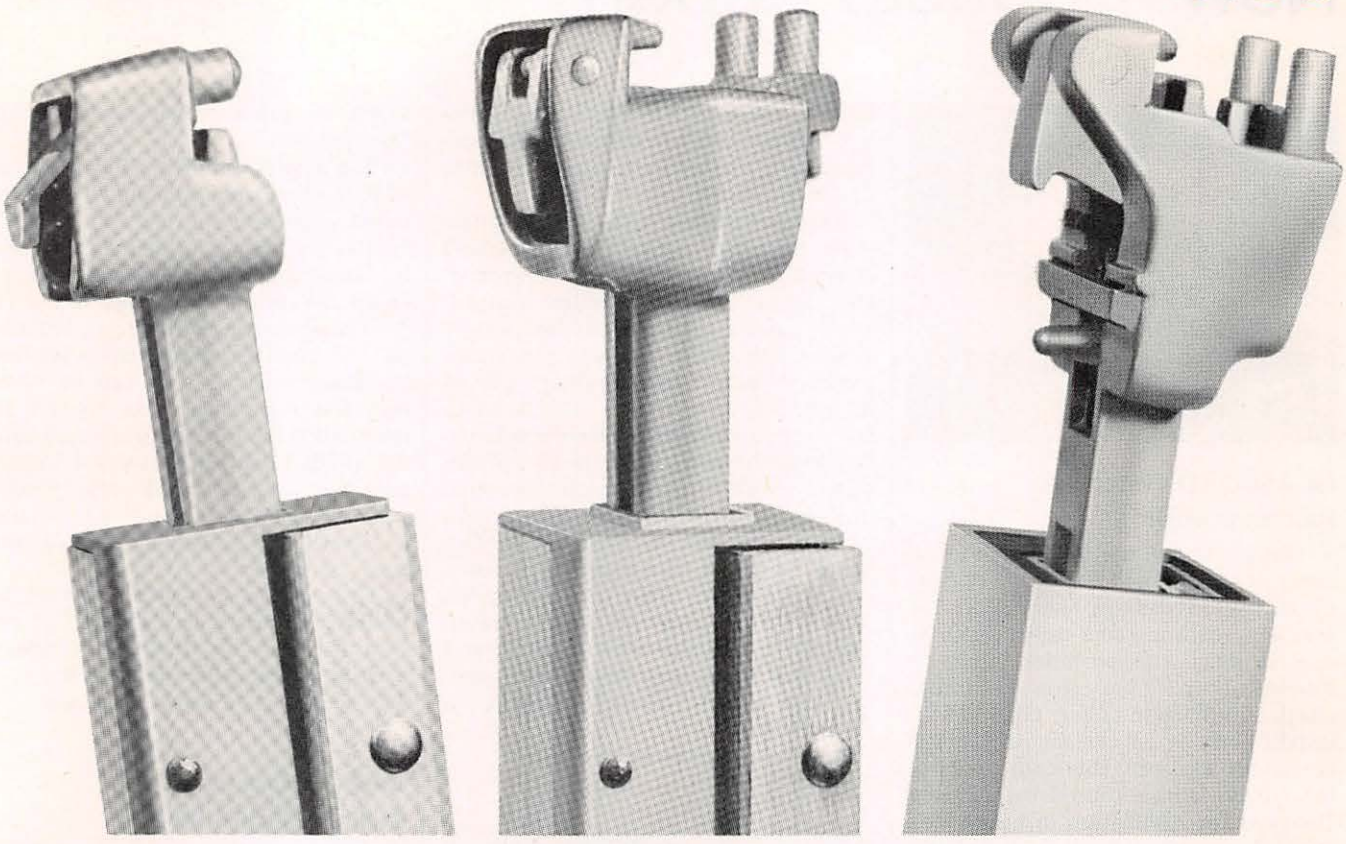
ADT market development people point out that while all the hardware is available to protect a fixed facility, current technology could also provide security for a car, trailer or container virtually anywhere it might happen to be. One hitch in developing a really broad gauge security system might be, of course, that it would have to be a "system"—with nation-wide participation and application, if it were to be at a maximum of effectiveness. ADT, however, is looking into possibilities of developing systems at whatever level of sophistication is needed and desired. And, while a heavy capital investment could no doubt be required to build such a comprehensive security system, there is a possibility that the supplier could bear the initial cost and furnish systems on some form of lease basis.

The box car, being a primary target of thieves invading railroad property, is also undergoing changes these days that will make it more secure. Several roads are arranging to have secondary hasp-locks installed on box-car doors 10 feet above ground level. By July of this year, these secondary hasps will be required on all new box cars.

Meanwhile, experiments are being conducted on various types of cable seals and heavy-duty locking devices for security box car doors. Reportedly, these devices are achieving a notable measure of success in foiling the amateur thief. But, as one railroad security officer noted, "They're [thieves] able to steal from Brinks, so we really can't expect these cables and locks to stop the professional thief who wants to get into a box car."

Air-actuated locks, wind-up locks and electric locks have emerged from the drawing boards lately for use in security box-car and truck-trailer doors. To further thwart the thief, Illinois Central Gulf is just now beginning experiments with a roll-up 24-ounce vinyl-covered nylon bulkhead, or captive load restrainer, for trailers. Aside from helping to protect the cargo from damage, this versatile device is expected to act as an added deterrent to thieves if they succeed in breaking through the trailer doors. ■

1940's 1950's 1970's



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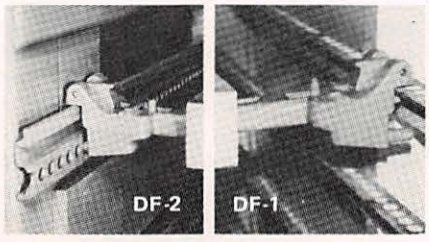

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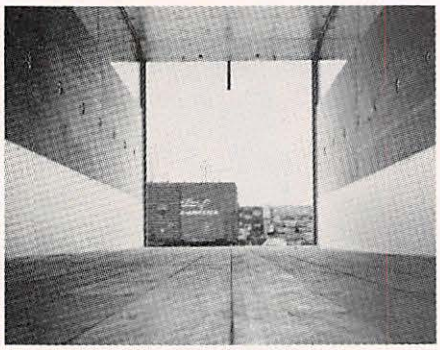

GLASBORD overcomes splinter problem

Watch out for the lowly splinter. It can cost carriers and shippers a pot-full of money in damage claims—$87,350 annually, according to a survey taken by one national transportation firm. A Kemlite Corp. fiber glass reinforced plastic scuff plate called GLASBORD installs easily in rail cars and trailers and containers and can eliminate much of the costly damage caused by splinters. Designed for installation in heavy wear areas of vehicles, this scuff plate comes in three widths—12-inch, 16-inch and 24-inch—and the length can be ordered to match that of the unit. It is USDA-accepted, making it ideal for installation in vehicles hauling Federally-inspected foodstuffs. Hard and tough, the panel is easily cleaned, and it can withstand heavy abuse.

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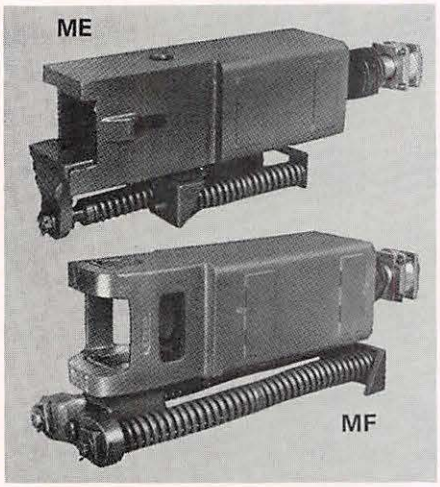

New cushioning units show FreightMaster flexibility

Prevention of damage to both car and cargo received a tremendous boost when manufacturers succeeded in developing reliable cushioning units several years back. New developments in this field are still emerging from drawing boards, the evidence of this being the new Type "M" hydraulic end-of-car cushioning device introduced recently by FreightMaster.

Designed for use in the proposed new AAR standard pocket for end-of-car cushioning units, Type "M" incorporates many advanced design features which lighten the total installed weight substantially while retaining the manufacturer's basic hydraulic design proven in over 14 years service. The latest in train action controls are incorporated in the design to help govern the potentially high dynamic forces that may be found in today's heavier cars and longer trains.

The new unit is available in two styles: M-E, for cars requiring E couplers, and M-F, for those with F couplers. The M-E unit comes with 15-inch travel. The M-F is available with 15-inch travel also, plus in another version with porting that allows 10-inch, 12-inch or 15-inch travel.

Circle 61 on reader service card

Looks like a curtain, acts like a solid bulkhead

Railroads use a wide variety of devices inside freight cars and piggyback trailers and containers to restrain cargoes and help prevent damage that could result from load-shifting due to normal train action or overspeed impacts in yards. These devices vary in sophistication—and price—all over the lot. Wood blocks, steel banding, roping, strapping, tailor-made restraining bars, inflatable bulkheads, heavy-duty mechanical bulkheads, and so forth, are used to keep cargoes in place during transit.

The newest device to join the list is a "captive load restrainer," a curtain-like barricade that fits in trailers, that was developed by Illinois Central Gulf. Made of 24-ounce vinyl-covered nylon, with attachment straps sewed in, this roll-up restrainer has given excellent performances in early test runs of trailer-loads of hand-stacked and palletized cartoned products. Only ½-inch thick, the curtain is easily rolled up and stored out of the way when the trailer is carrying the types of loads which don't require restrainment.

The new ICG device offers a measure of protection from rain and water which might penetrate the rear doors of the trailer. As further evidence of versatility, two or more of the captive devices could be installed in one trailer to permit segmenting of the load. Mounted on ball bearing rollers suspended from the trailer ceiling, they can be moved into the desired position to suit the load. Also, the device has demonstrated the ability to offer protection to unitized or pallet-less "shrink pacs." Finally, when installed at the end of the trailer, it serves as an added barrier to thieves and vandals.

Designed as a captive unit of the trailer in which it is installed, the new restrainer can be installed in new or existing trailers with relative ease.

Circle 62 on reader service card

Lock for box car door designed to foil theft

As annual theft figures for railroads point out all too clearly, the box car door is a relatively easy target of even the most amateurish thief. But, things could be getting tougher for those who regard the box car as easy prey. Devices such as Air Lock, designed to thwart the thief, are capable of securing the doors so that only authorized personnel can open them. Air Lock features a cross bar operated by an air cylinder which projects pins into the path of travel of a sliding door, jamming the rollers and thereby preventing opening of the doors except by authorized personnel. The locking device has its own reservoir to eliminate interference with train line air, although the reservoir may draw its air from the train line as the train is being charged. Controls for the system are in a sealed or enclosed box on the car to prevent outside tampering.

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Tiedown devices secure autos, trucks, farm equipment

Special tiedown systems and chain accessories are made-to-order for auto-truck, heavy equipment transport, bi- and tri-level railroad auto racks and heavy duty lashings of all kinds. Included in the list of securement devices manufactured by Durbin-Durco are tie-down hooks for both domestic and foreign-made automobiles, rack chains for farm equipment, winch bars, skid pins, anchor shackles, and so forth.

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If you're looking for a simple, economical, easy to maintain EOC cushioning device that provides

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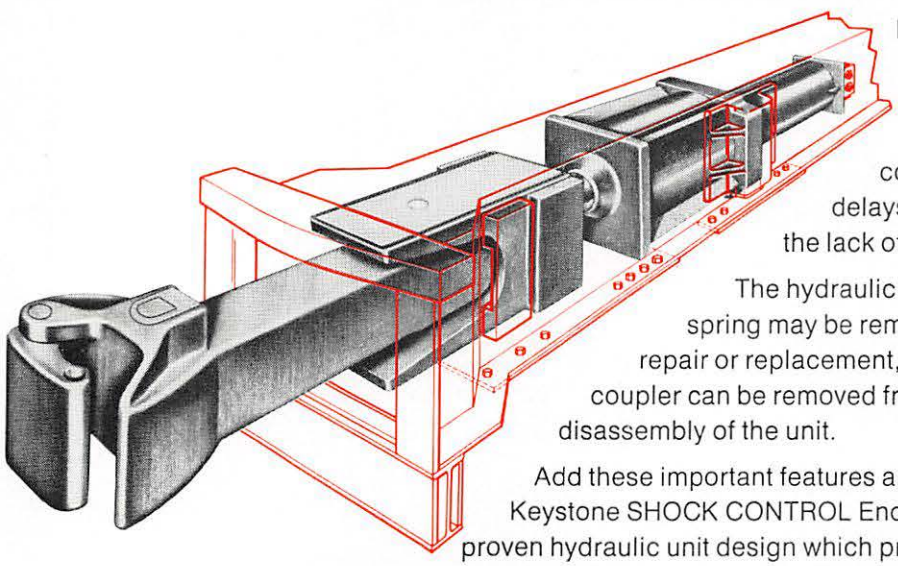
Keystone offers the Model EOC End-of-Car device in a number of different application designs to meet variations in car construction, overhangs and deck heights.



Each design utilizes the same basic parts, offering important savings in inventory costs and minimizing car delays that often result from the lack of special parts.

The hydraulic unit, yoke and return spring may be removed for convenient repair or replacement, if necessary. The coupler can be removed from the car without disassembly of the unit.

Add these important features and considerations to the Keystone SHOCK CONTROL End-of-Car System's proven hydraulic unit design which provides excellent impact characteristics in addition to *train control* in both buff and draft. See why you should get complete information and facts from Keystone before you invest in any EOC system.

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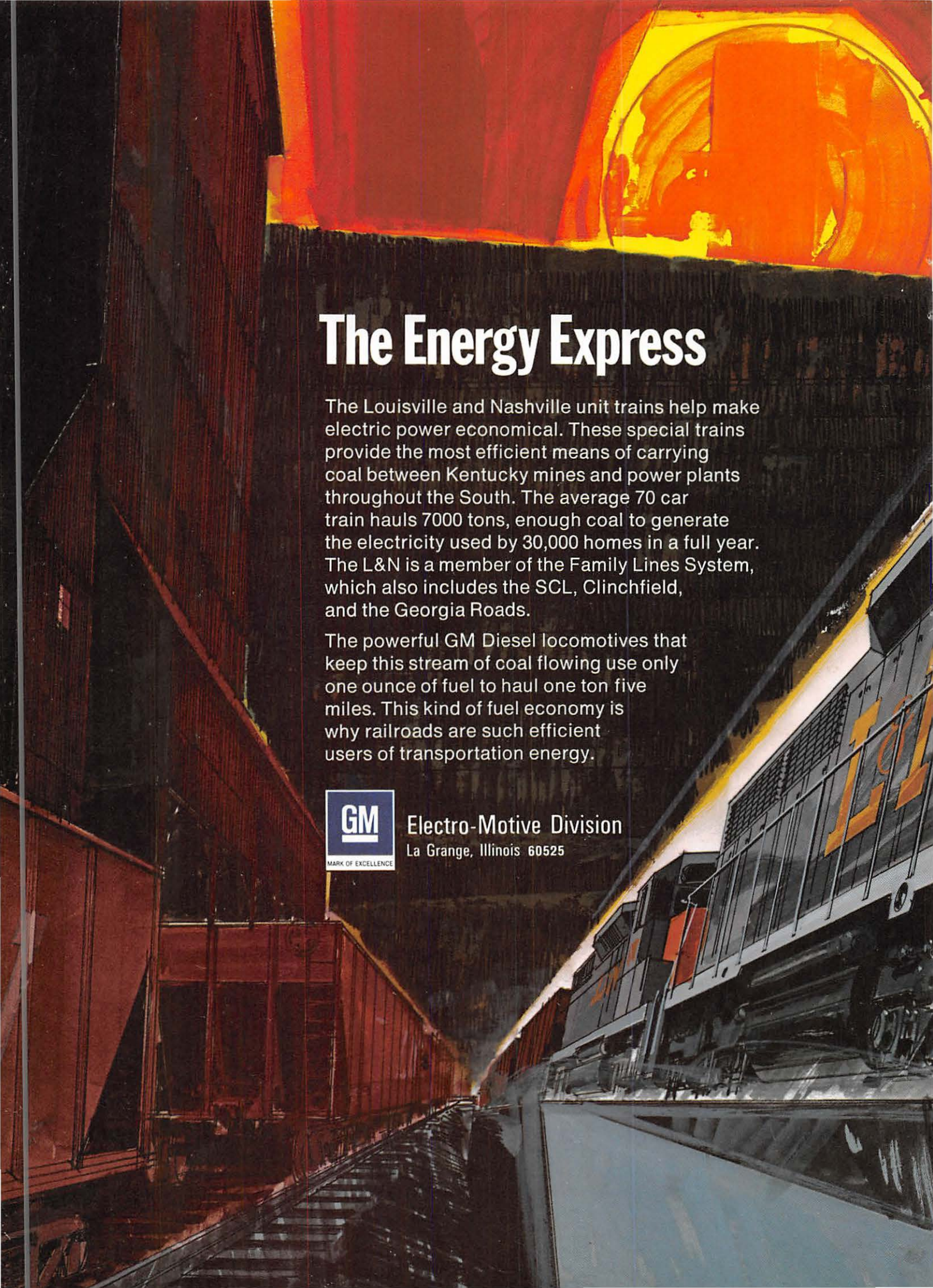

The Energy Express

The Louisville and Nashville unit trains help make electric power economical. These special trains provide the most efficient means of carrying coal between Kentucky mines and power plants throughout the South. The average 70 car train hauls 7000 tons, enough coal to generate the electricity used by 30,000 homes in a full year. The L&N is a member of the Family Lines System, which also includes the SCL, Clinchfield, and the Georgia Roads.

The powerful GM Diesel locomotives that keep this stream of coal flowing use only one ounce of fuel to haul one ton five miles. This kind of fuel economy is why railroads are such efficient users of transportation energy.

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RAILROADS AND THEIR PUBLICS

The Federal climate gets warmer

By RICHARD M.M. McCONNELL,
Washington Editor

When the nation's railroad industry takes its case to Washington, who listens? The potential audience for any industry effort here is huge and crucial. It includes Congress; the Department of Transportation, with its Federal Railroad Administration and Urban Mass Transportation Administration; the Interstate Commerce Commission; as well as other lesser known agencies having a more peripheral impact on the rail industry.

That's the potential audience. Now, what's the real audience? Who sits down to listen to the railroads' viewpoints? Today, just about everybody does.

It is the fairly-solid opinion of Washington officials dealing with the railroads that the roads today are doing a good job of presenting their views. More important, it is generally acknowledged that the view being presented is itself a good one.

● **The way it was.** It was not always so. One observer—now outside the railroad industry—reported that he did public relations work for the railroads in Washington in the early 1960s. "It was awful. You wouldn't hear from them for months, then as soon as somebody else had a bill introduced up on Capitol Hill, they'd show up to be against it."

At the Department of Transportation, the story was the same: "We had an open door policy, but I can tell you, not many railroad people knocked on the door. We were forever seeing airline presidents, truckers, barge operators; but we weren't seeing many railroad presidents."

● **The way it is.** That's all changed now. Sure, there are still some soft spots; one Congressional aide, describing railroad input on Capitol Hill, said "It ranges from superb to lousy." But overall, the railroads are scoring high marks with the Federal government representatives that have to deal with them. A few years ago, they didn't. What caused the change, and when did it take place?

One industry insider puts the date of the change roughly at 1970, when the Association of American Railroads launched its ASTRO program. ASTRO—an acronym for America's Sound Transportation Review Organization—was organized by the AAR to offset what the association called "a creeping paralysis that could prove fatal to the world's greatest transportation system."

"The ASTRO program, in my opinion, was a turning point in railroad government activities more because the individual carriers decided to work together than because of the specific planks contained in the program," says this observer. "It was this intra-industry unity that opened the doors for the Surface Transportation Act alliance and greased the skids for more favorable Congressional response. It was this unity that allowed the ASTRO grassroots program to be organized and that activated the latent resources of thousands of railroaders toward common goals."

This grassroots communications effort was aimed at employees and friends of railroads at the local level. Organizers of the campaign reported it was imperative "to stress awareness and participation at the grassroots in order to establish a broad base for massive public response numerically." The plan had two objectives:

—To inform the general public and create, in the public mind, an awareness of and sympathy for the acuteness of railroad problems.

—To encourage Congress to enact legislation that would give the industry the ability to solve its problems.

ASTRO reached its specific goals. A report of results indicated that the communications program reached an estimated 60 to 70 million Americans and brought some 750,000 letters supporting the railroads into the Capitol Hill offices of Senators and Representatives.

● **Rise in public support.** Surveys taken among the public before the ASTRO program got started and once again after its completion revealed a significant rise in public support for railroad industry goals. And perhaps most important, Congress recognized the ASTRO effort in the introduction of the Surface Transportation Act of 1971.

In retrospect, it appears that the ASTRO program's progress brought with it some fringe benefits that served the rail industry well long after the ASTRO campaign came to an official end in the fall of 1972. Among these were an increased spirit of cooperation between railroad labor and management; more cooperation among the railroads themselves and between various surface transport modes, at least as far as common objectives were concerned; and cooperation between the railroads and other surface shippers, again as long as there were common objectives involved.

● **Speaking out.** ASTRO and its legacy of unity give only part of the explanation for why the railroads moved from a poor posture in Washington to a good one. Two other major reasons for the change are the increased willingness of the railroads, singly and as an industry to speak out constructively on important issues, and the general climate of public affairs.

The willingness of the railroads to come out of their holes and get involved is perhaps best typified recently by the leadership of the Union Pacific in providing a foundation for construction of what ultimately became the Regional Rail Reorganization Act of 1973.

Union Pacific was in a good position to take the lead in drafting a model for the legislation, since its size gave it significant resources, while its location shielded it from accusations of self-serving in any proposals it might make.

At the same time, UP officials paid careful attention to the desires of other railroads that couldn't—and in some cases, wouldn't—take a leadership role. The success of the UP in performing what could have been a disastrous task may well encourage other roads to take an up-front position on future issues.

● **Railroads put their men on the scene.** Another sign of the end of the railroads' head-in-the-sand approach to Washington is the fact that more and more railroads are maintaining their own Washington offices—a growing phenomenon in other industries as well—and that the Washington offices are more and more taking an activist role.

Railroads represented by their own

(Continued on page 40)

Let's re-invent the railroads!

The railroad crisis makes this worth thinking about! Suppose railroads were to be re-invented today? Starting from scratch?

They need to be re-invented, you know. Railroads have a lot to offer at a time when energy, resources and land are going to be scarce and transportation demand soars.

Railroads use far less energy to move things than do most other carriers. They are also environmentally "cleaner" than other modes of transport. Further, they use only a fraction as much land, and most of that right-of-way is already there, waiting to be used for the huge demand experts say is ahead.

Of course, the newly invented railroads should look good—be fresh and modern from the tracks up. New equipment, power, tracks, grade crossings, bridges, shops, offices and stations. With the help of government-backed loans, modernized regulation and recognition of the competitiveness existing in transportation, railroads can help themselves.

Your Congressman and your Senator can help re-invent the railroad—by making laws that are responsive to today's world.

Let your Senator and Representatives know how you feel. Because you and your neighbors need really good railroads.

ILLINOIS CENTRAL GULF
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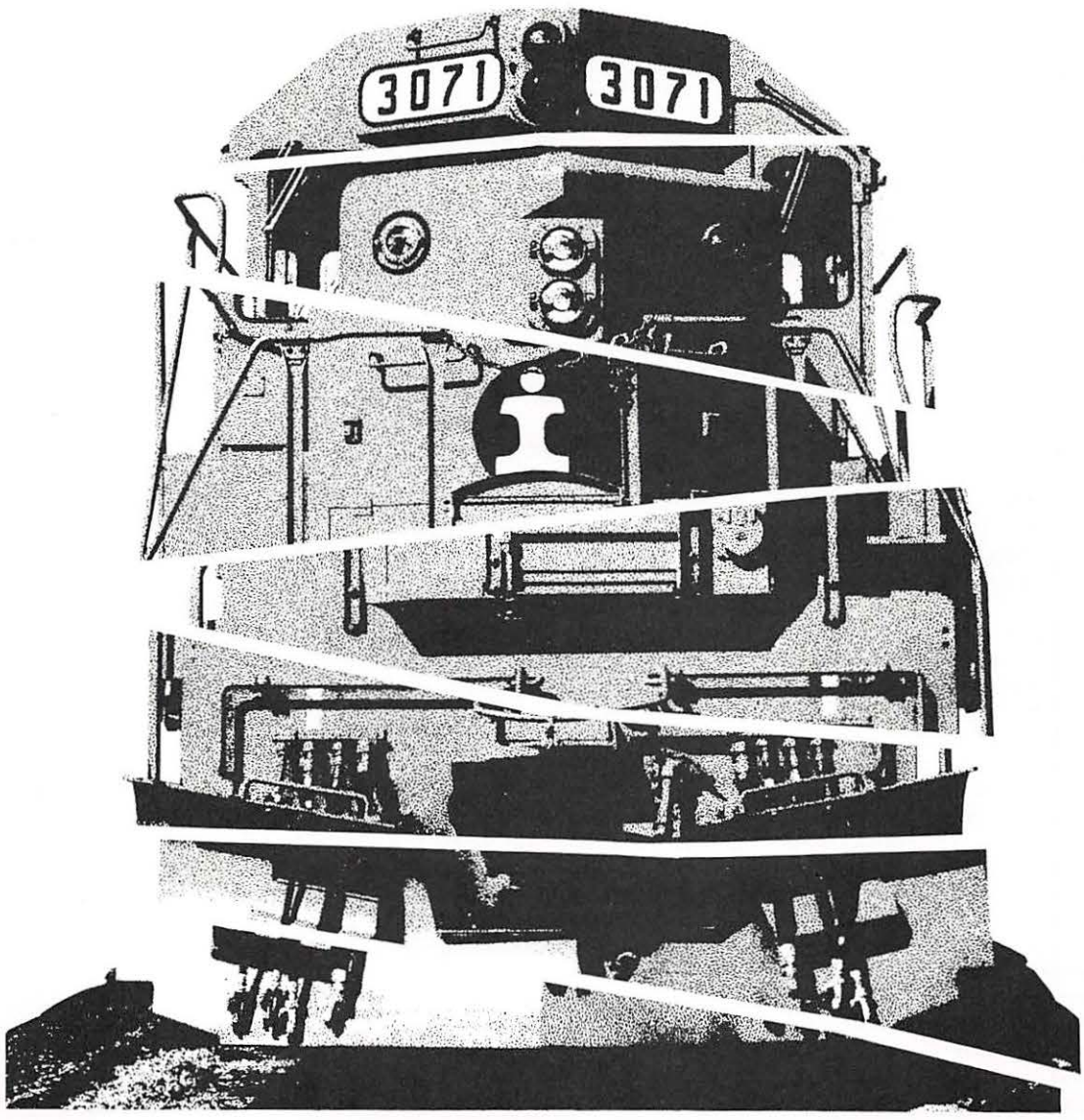

"My life on the Hill is a whole lot easier because of TRAIN II and orders for 106,000 cars..."

(Continued from page 38)
personnel in the nation's capital include the Penn Central, Norfolk & Western, Chessie System, Santa Fe, Union Pacific, Southern Pacific, Burlington Northern, Illinois Central Gulf, MoPac, Frisco, Milwaukee, Southern, and the Seaboard Coast Line. In addition, some roads maintain liaison with Congress and the regulatory agencies, such as the ICC, through their general counsels' offices or through Washington law firms.

That this increased presence is welcome is indicated by observations offered both inside the AAR and on Capitol Hill. One Congressional staffer who played an active role in the development of recent rail legislation praised the railroads' presence in town and offered thanks that the roads were finally learning that "you can't cover Washington from Roanoke."

The sarcasm was directed at the Norfolk & Western, which has tried periodically to do just that, but it has applications among the other roads as well.

The move to open Washington offices also got some support at the AAR, where one staffer commented that the presence of the railroads in Washington made the AAR's job easier. "They trust their own people, and when their own people say something is important, we don't have to work so hard to convince the railroads. Having their own people here also gives the roads a better idea of what will fly and what won't in Congress; it helps the roads take a flexible approach."

Highest marks for activity in Washington went from one Congressional staff member to the Union Pacific, Southern Pacific, and the Southern, all of which rated the "superb" commendation. Low marks went to the Chessie and the NW, allegedly for "going into a trance" during debate over recent rail legislation.

● **The AAR does a tough job well.** The railroads as a group are also getting some top-notch representation in Washington, through the activities of the AAR. Working on many levels with Congress and the regulatory agencies, the AAR not only carries on conventional lobbying activities through its Capitol Hill office, it also provides specialized liaison in fields ranging from transportation law to track safety through the work of its downtown staff.

A great deal of what the AAR does for the industry on the nuts-and-bolts level escapes notice, while some of what it does—or doesn't do—at the more visible legislative level is quickly criticized. Part of the reason the AAR takes some Congressional heat is the fact that the association has to do its best to represent all of its members.

This means that on some major issues—the type of issues, in fact, that make trade associations especially valuable to Congress because they can present a unified industry viewpoint—AAR has to cop out and straddle the fence. On the other hand, this handicap is generally recognized and taken into account when the association's efforts are being judged.

● **High marks for Ailes.** One other thing working in the association's favor is its leadership. Several people associated with the AAR won good marks for their contribution to the railroads' image, and in the opinion of one Congressional staffer, "Steve Ailes is the best thing that's ever happened to railroading."

Washington's movers-and-doors also give considerable credit to the Railway Progress Institute and its energetic president, Nils A. Lennartson, for helping to keep key officials in both the Executive and in Congress alert to the industry's needs. Rep. Dick Shoup (R.-Mont.), a principal sponsor of the Northeast railroad plan that eventually became law, publicly commended RPI for having helped create the consensus support that finally put the plan over.

Also doing their part for the railroads in a way that is often overlooked are some of the state railroad associations. By working with their own representatives in both houses of Congress, they can sometimes swing crucial votes behind rail-oriented legislation.

● **The third force.** However good the railroads' current representation in Washington is, and however successful the ASTRO campaign was, it cannot be denied that a large measure of the railroads' warm relations here is due to the political climate and the public opinion that climate reflects.

Old notions about the romance of the iron horse have combined with concern over the environment to paint the railroads as mechanized knights in shining armor able to transport travelers anywhere anytime without a hint of air pollution.

Nice notion, but the facts don't support it. The railroads do offer some alternatives that will contribute to a cleaner physical environment for the nation. But they can't do the job some enthusiasts are asking them to do. Part of the reason for this is that they were neglected for too long, and have a lot of catching up to do before they are fully modernized. The rest of the reason is that nothing now feasible could do the transportation job some environmentalists want to see done.

More significant public support for the railroads has come in the wake of the energy crisis. Under certain circumstances, railroads are clearly a superior way to ship and to travel from the standpoint of conservation. In the face of growing gasoline shortages, they are also becoming more convenient, despite inherent inflexibility in scheduling and routing.

There is, of course, still another force, so obvious that it is sometimes forgotten, that has contributed toward the warmer political climate in which railroads are now operating: the growing number of positive and visible steps which the industry has taken on its own initiative. "My life on the Hill is a whole lot easier because of TRAIN II, Railbox, orders for 106,000 new freight cars, ton-mile records and better labor-management relations generally," observes one lobbyist.

● **The future.** All of the above—public opinion, a coordinated effort to arouse grassroots support, and effective Washington activity—have contributed to an era of good feeling that has had a major role in improving the situation of the nation's railroads.

They have also contributed to significantly increased government openness to the railroad point of view. How much the railroads count in official Washington is reflected in the observation one observer made about Transportation Secretary Claude S. Brinegar. Claiming that Brinegar probably spent as much as 80% of his time in the past year on railroad problems, he added "I'd hate to ask him anything about the Coast Guard or highway safety."

But what of the future? Made up as it is of unknowns, it is of course uncertain. On the national level, an easing of the energy crisis could reduce the attractiveness of train transport. Similarly, public disillusionment over the failure of the trains to modernize overnight could also affect the future of railroading adversely.

In addition, next year will likely bring some sweeping personnel changes in the House of Representatives, as well as possible changes in the Congressional committee structure. Woven into these changes will be some inevitable debate over development of the new United States Rail Association, bringing with it a possible deterioration in the consensus of labor, management, creditors, and government that helped shape the Regional Rail Reorganization Act.

All of these considerations are preceded by *ifs*, but they imply one thing for sure: as good as rail activity may be in Washington, 1974 will be no year for the roads to rest on their laurels. ■

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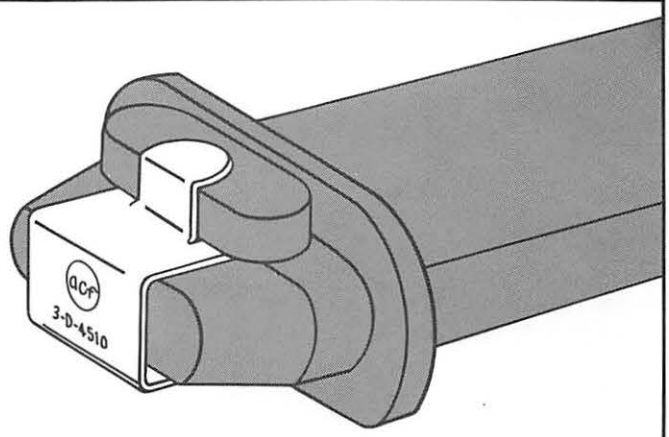

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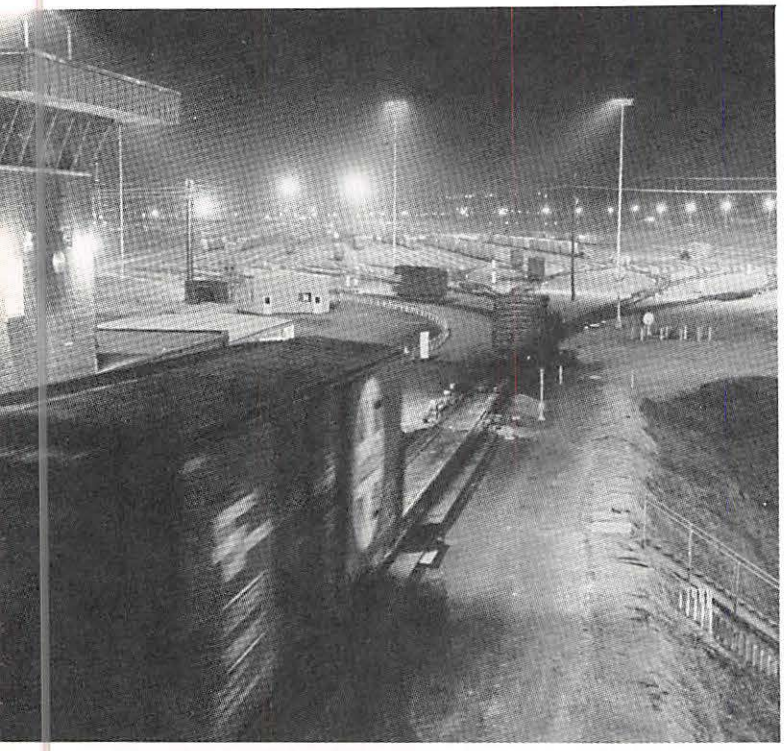
WITH TIME-SCHEDULING, Santa Fe trains—like this one leaving Corwith Yard in Chicago—depart by the clock on a regular basis.

Ideas that work

Santa Fe moves traffic by the clock



CLASS YARDS work around the clock—and under RHF setup, train departures go virtually by the minute-hand.

There are those, perhaps, who still think of Santa Fe as "conservative." Never mind Santa Fe's pioneering work with diesel-electric motive power, never mind that great fleet of passenger trains Santa Fe maintained in great style even after the passenger train went out of style, never mind the fact that Santa Fe was No. 1 (or, as another western road might argue, No. 1A) in development of the auto-rack car. Never mind "Super C" or the coaxial-train research or mini-bridge or the locomotive simulator or the fact that Santa Fe's going to build a classification yard with a design and operational "first." For some reason, some people still think of Santa Fe as "conservative."

Now, add one more "never mind"—and this one is a good one (as the others were), an idea that works, even though the odds were against it.

The idea is what Santa Fe calls RHF—for Regular High Frequency—and it's an idea that could significantly change, if not revolutionize, freight-train scheduling.

● **"On time."** Most simply put, what Santa Fe is doing is moving the traffic by the clock—dispatching trains at regular intervals instead of fleeting.

RHF experiments began last September, between Kansas City and the West Coast, but the operation has now outgrown the experimental stage and it has been expanded to include traffic moving between Chicago and West Coast points. By mid-April, operations on Santa Fe's Gulf Lines are scheduled to be cut in.

What results has Santa Fe had? For one thing, there have been improvements of up to 48 hours in turnaround time on equipment in transcontinental service—even though the actual running time of freight trains remains about the same as before.

Santa Fe Chairman and Chief Executive Office John S. Reed has this to say: "Improvements of this nature in car utilization and service have the effect of increasing our freight-handling capacity, and this becomes of vital importance when you consider the prospect of more freight being diverted to railroads as a result of fuel shortages, since the industry is already carrying the largest freight load in history."

● **Making it work.** In a real sense, what Santa Fe seems on its way to proving is that there's a lot that can be done in the real world of railroad *operation* to improve such things as customer service and car utilization.

John Reed offers this observation: "A popular misconception is that the only way to improve railroad equipment utilization is through use of a yet-to-be-designed central computer of great cost and complexity that could direct movement of all cars." Accurate information on location and destination of cars is important to management, to be sure—but "good information is of little use unless someone acts upon it. We feel the primary need today is to improve the physical handling given to cars by shippers, consignees and railways themselves. Santa Fe's RHF scheduling is a notable self-help step in that direction. It will expedite movement and improve utilization of both loaded and empty cars."

Currently, Santa Fe has departures from Kansas City every four hours, around the clock, for traffic destined for Los Angeles, plus daily departures at 12-hour intervals for traffic bound for nothern California. Eastbound schedules are similar.

On Chicago-West Coast traffic, westbound departures for southern California are now scheduled at eight-hour intervals, for northern California at 12-hour intervals.

How does this compare with former practice? On Kansas City/West Coast traffic, most departures were in the evening and night hours. On Chicago/West Coast traffic, departures for both southern and northern California were scheduled for late morning, with as many sections operating as the traffic demanded.

● **Show up and move.** Now, as John Reed points out, "Traffic moves when it shows up, instead of our waiting for an arbitrary departure time that may no longer be relevant to a shipper's needs. And, there's an added benefit to both the railroad and our customers, in that our key terminals are kept much more fluid, since the departure area is emptied more often. Similarly, the work of employees involved in locomotive fueling, safety inspections, running maintenance and other tasks at points all along the railroad has been spread out in an orderly fashion across the day, instead of having much of it pile up in a relatively short period." (Another practical benefit might also be noted: If you're fleeting trains, and the first or second train runs into a problem—a derailment, for example—everything behind it stops. With by-the-clock dispatching, if one train runs into trouble, there's a good chance that the trouble can be corrected before following trains are delayed.)

Actually, Santa Fe is doing more with this new operation than even its operating people thought possible at the outset. Then, it was anticipated that only through traffic would be handled on the clockers. But, "it quickly became evident that traffic to and from intermediate yards could also readily be accommodated by these trains without difficulty—thus extending the improved service to shippers served in those intermediate areas. This made possible the elimination of a number of local trains, with simultaneous improvement in local service."

How much could a concept like this be expanded? It's questionable, of course, because what works for Santa Fe might not work for somebody else—even, for instance, for transcontinental competitors whose traffic flow patterns might be presumed to be not too different. Not now, but sometime in the future—if rail plant is pared down to a basic network—the concept might well work for the Northeast. And it might work even now in some areas, for some roads, where traffic densities and release-patterns are such that clock-scheduling savings would not be eaten up by fuel and/or labor costs.

Obviously, Santa Fe didn't go into RHF without thorough studies in the first place, and just as obviously, Santa Fe wouldn't be staying with RHF unless it was working. Studies, it's said, showed that the business was coming in on a more-regular basis than what has traditionally been assumed in the industry—namely, that the bulk of the traffic comes flowing in at or after the close of the business day. Experience, Santa Fe believes, shows that RHF works. ■

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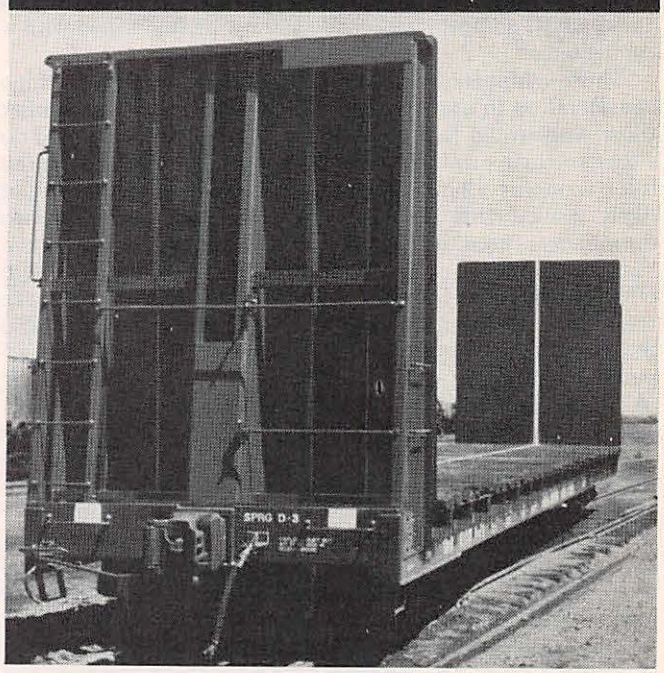

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Freight Traffic Poll:

Who should pay to keep uneconomic branches running?

Profitability should still be the first thing considered, major shippers feel, when a railroad line's abandonment is studied; but they point out today that more has to be considered than whether or not a line makes money for its owner. Shippers' feelings, which vary in part according to their own specific problems, are mixed, and to be fair the analysis of their responses to Railway Age's latest traffic poll (in which 97 shippers participated) must be fulcrumed with a semicolon.

Those shippers who rate profitability as the prime consideration in abandonment proceedings (47%) outnumber those who would first consider what loss of service would do either to their own transportation capability (28%) or to the local economy (25%); on the other hand, legislators would likely notice that advocates of the latter two positions outnumber those of the first. Approximately 43% name "failure to meet a carrier's out-of-pocket costs" as the basic criterion for abandonment, and another 20% would make that "fully distributed costs"; but a sizable minority (32%) think a rail line should be judged primarily for its "ability to perform a necessary public service."

● **"Public convenience."** Perhaps most telling is the fact that 86% of the shippers feel that if a rail line is found to be uneconomical for its owner to operate, but is considered important to "public convenience and necessity," it should somehow be subsidized rather than abandoned. Some 66% thought some form of local government aid was the answer, either alone or in conjunction with shippers or the Federal government. Only 7% felt shippers alone should absorb the local deficit, and over half the shippers (57%) felt they were paying enough already and should play no role whatsoever in subsidizing necessary rail lines. Even so, there was even less desire to involve the Federal government: Only 31% favored some form of Federal aid to keep a line running. The most commonly proposed formula was some combination of shippers and the local government.

The attitude of shippers is itself undergoing change. Says Stanley L. Parker, traffic manager of Pacific Lumber at Scotia, Cal., "I would have answered these questions about abandonment differently ten years ago. Now I feel the only significant test is the effect on the total economy—local as well as regional or national. If the removal of rail service would cause economic dislocation, the request for abandonment should be disallowed. Our society is sufficiently affluent to subsidize necessary functions. The money should come from Washington—that is where the money is.

"It is apparent," continues Parker, "that further concentration of production and population in metropolitan areas at the expense of non-metropolitan areas is not in the best interest of the economy or society as a whole. Present metropolitan concentration results, at least in part, from the enhanced transportation there as contrasted with the rail facilities in rural areas. The countryside deserves a better fate than being a recreation facility for vacationing urbanites."

● **Local financing.** Washington is not the answer, according to General Traffic Manager H.P. Gabriel of Hershey Foods. If a rail line is found to be uneconomical for the carrier, "but is needed to satisfy public convenience and necessity," explains Gabriel, "it should be supported by a combination of shippers in the local area and the local government for the livelihood of the people in the area involved. Certainly the taxpayers should not be forced to pay for railroad subsidy if they are not receiving the benefits of the service performed by the carrier."

Equating benefits is not all that easy, says Oliver B. Wynn, traffic manager of ESB's Ray-O-Vac Division: "Profit has vanished from many branchlines because highway vehicles have taken 10% or more of their volume. Railroads being business of high fixed costs causes analysis to be most difficult. Industries can go into the trucking business by leasing a truck, hiring a driver, paying the fuel taxes and license fees, and then driving on the highway already available at public expense. Until there is a lowest common denominator for equating trucking right-of-way costs with rail right-of-way costs, it is difficult to see how rail branchlines can compete."

Jerry T. Ratledge, assistant vice president—transportation for Continental Grain, observes that shippers and receivers are the direct beneficiaries of subsidized rail operations, but consumers benefit indirectly. "Local economy may also benefit to the extent that some industries might otherwise have to cease operations," notes Ratledge. "Since the beneficiaries are a relatively small group, it is difficult to make a cogent case for aid from general revenues at the Federal level. More logically, producers and consumers should be called upon to pay the true cost of their transportation burden—either directly through increased freight rates or, indirectly, through private subsidies or take-over of the unprofitable branchline. If the commerce in question still cannot bear its true transportation cost and remain viable, then local or state government must determine if there is sufficient social justification for government subsidies."

Ratledge says an entire region might benefit through discontinuance of inefficient branchlines. He cites a recent Iowa State University study of a 6½-county area of central Iowa which showed that net revenue of this region would improve by $9.2 million if 73% of the rail lines were abandoned and more efficient transportation systems were established.

"Truck and piggyback service is not always an adequate substitute for railcar service," cautions Allen K. Penttila, director of traffic and transportation for Evans Products. "While failure to meet out-of-pocket costs should be a basic criterion for abandonment, other industry frequently has operations or products produced at a loss but continued for various reasons.

"Effect on local and regional economy is of extreme importance. Since economic effects could easily outweigh carrier losses, there should be local and/or Federal subsidy or take-over after adequate study. With this would be a substantial pass-through of such costs to using industry. Economic development is to a great extent dependent upon availability of rail service and such prospects should be closely weighed."

● **Long-term obligation?** R.J. Breitinger, director of traffic and transportation for Westinghouse Electric, poses another problem. In the past few years, he notes, "with the full knowledge of the amount of traffic to be generated, a railroad industrial development department enticed us to put a plant on its line. Two years later, this carrier applied to the ICC to abandon this branch. To ship by truck would double

our freight costs. To take over an 8-mile branch would be very costly—a cost not anticipated when the plant was located. In instances such as this, where a shipper has made an investment in a '45-year asset' at the inducement of the carrier, the latter should be required to operate the line."

Georgia-Pacific, reports John H. King, general traffic manager, views some rail abandonments "as opportunities." G-P already is a shortline railroad operator and "from our experience," according to King, "such railroads can operate more efficiently and we would not hesitate to convert branchlines to shipper lines, if there is no alternative. Naturally, we prefer not to be in the railroad business, but sometimes these things are forced upon us and should this happen, we would make the best of it."

"If service is essential to shippers on a line," says Martin E. Coughlin, director of traffic for T.J. Lipton, "they should operate it themselves similar to the takeover of the Fonda, Johnstown & Gloversville." He adds that "if the economy of an area would be sorely disturbed, a limited-time subsidy for readjustment of industry and employment should be provided by the Federal government."

Cleo Wrap's Director of Distribution Henry M. Karel was even more sweeping in his proposal for handling the problems of economic dislocation. "We have used our resources with no regard for the future," he explains. "We are reaching the point where every time someone runs into trouble they turn to the government. It is time we realigned our thinking. We must relocate people in growing, prosperous areas, rather than continue to protect unprofitable operation in an uneconomical region. Rather than subsidize a community that may not be able to function without rail services, the community should be relocated. You would have one initial cost rather than an eternity of welfare and charity. In many instances with abandonment of branchlines, new forms of manufacturing could be considered that do not require boxcars."

Having placed railroad profitability as the number one criterion for line abandonment, W.L. Weart, corporate traffic manager for Tee Pak, places effects on local economy in second place. While departure of industry following loss of rail service could turn a marginally viable area into a depressed area, Weart doubts that few but bulk shippers of coal, iron ore, sand or gravel could not find some alternative transportation. "If the shipper has a valid need for preservation of rail service," he continues, "he should be willing to bear the costs involved when such cost exceeds the freight rate." He urges local subsidies, should any be necessary, since "it is awfully difficult for the taxpayer in California to become greatly concerned over a branchline in central Pennsylvania."

"The most reasonable action would be a consortium between the private and local government sectors," according to the Louisville Chamber of Commerce. "Primary beneficiaries of rail service would obviously be the shipper and local government, through the multiplier effect in the local economy and the tax base. Subsidy or take-over by the Federal government is the least attractive alternative."

Dwight L. Koerber, executive director of Pittsburgh's Coal Traffic Bureau, would not "require a carrier to continue service where it is unable to meet out-of-pocket costs, but when we talk about giving up right-of-way, we need to be very careful. . .There should be some sort of a restriction on use of the abandoned right-of-way for a few years until we can more properly assess the shape of things to come."

"If a carrier is entitled to subsidy to operate an uneconomical rail line," Koerber continues, "it should also be entitled to subsidy to perform uneconomical services. Similarly, if the carrier is authorized to abandon a rail line because it cannot meet the test of private enterprise, why should it not also be authorized to abandon carriage of those commodities which do not produce sufficient revenue to meet the test of private enterprise?" ■

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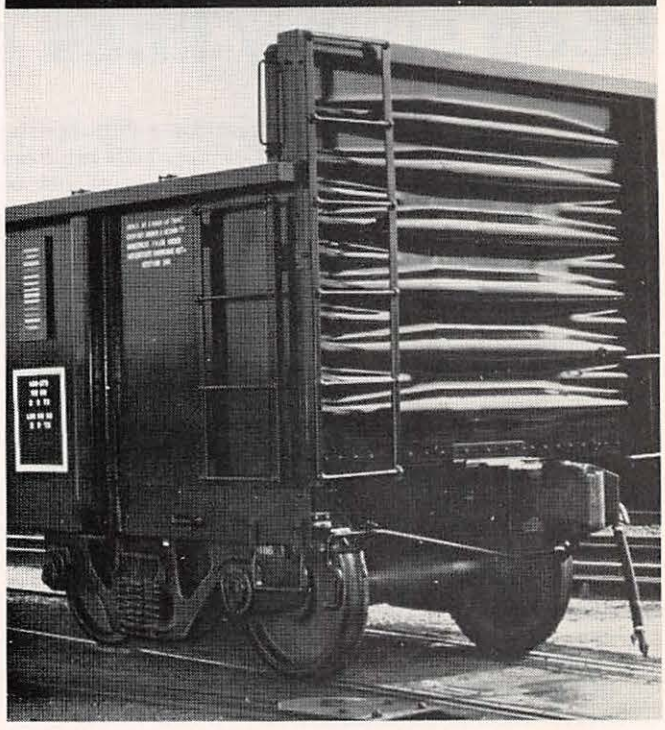

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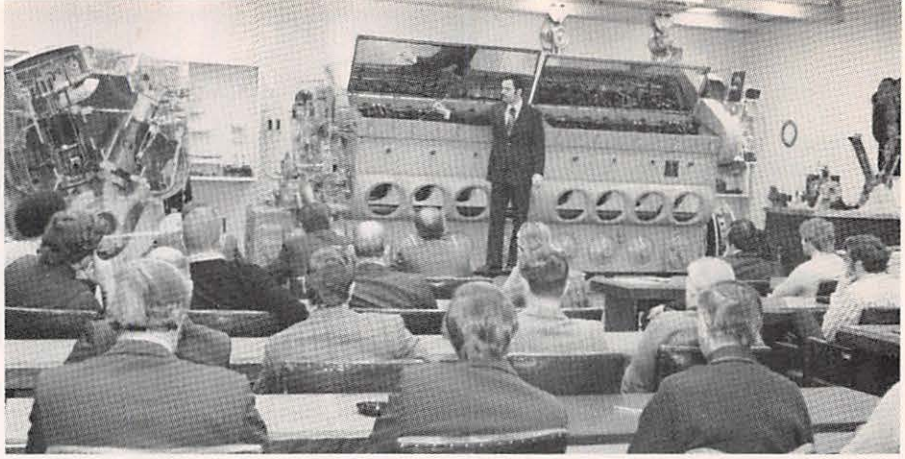

P&MM SEMINAR similar to one shown at right will be held at LaGrange, Ill., April 1-3. Above: John Volmer (left), EMD director of purchasing, goes over last-minute details of seminar with Leo R. Fay of Parts Sales Department marketing staff.

EMD seminars help customers keep supply lines open

Picture yourself as a purchasing agent on a railroad—any railroad, large or small—and you've just received a panic call from your mechanical department. A vital part on one of your road's switching locomotives has chosen an inopportune time to cease to function and it will have to be replaced immediately—if not sooner. Without that particular locomotive, the mechanical department is quick to advise you, operations are certain to be crippled, and a lot of questions will be asked, afterwards.

A purchasing agent who is improperly prepared to handle such an emergency would probably have to do a lot of wheel-spinning before actually getting the important replacement part on the way to his anxious mechanical department.

Many years ago—25 years ago, as a matter of fact—Electro-Motive Division of General Motors recognized that purchasing personnel on the railroads could find themselves in difficult, sometimes testy, situations when it came to handling the task of keeping their supply lines open and their parts bins for locomotive repairs filled properly. That's why the decision was made to hold seminars at the EMD headquarters in LaGrange, Ill., to acquaint railroad purchasing and materials management people with the latest procedures for ordering EMD parts.

In the past years, the locomotive builder's seminars ran through a work week, five days. Now, they've been cut to a three-day term—and the "students" are still getting the essential information with less time off their jobs. Classes are held twice a year, the first one in this Silver Anniversary year scheduled for April 1-3, and the other for October 7-9.

Top people from various EMD departments serve as instructors for the seminars—and the typical seminar "student body" will include both veteran railroad purchasing department men and trainees. Class size is normally in the range of 30-35 persons.

● **Depth plus Q & A.** The school is not a once-over-lightly operation. Personnel attending the sessions get the whole story, on the operations that concern them most directly, and the classes are notable for the question-and-answer periods that follow the formal presentations.

In the discussion of customer service procedures, for example, instructors start with an outline of the processing of purchase orders—the order placed at a parts branch, the branch back order, the factory item, the purchase order placed with EMD's main facility at LaGrange.

Then there's the study of OS&D procedures—on over, short or damaged material—which reviews the submission of claims, the checks, the return of material, the replacement and the crediting procedures.

From there, instructors move on to a discussion of expediting orders. EMD, it should be pointed out, has a line-of-routing for ordinary orders and a line-of-routing which bypasses many of the routing steps for the rush orders that are received.

Instructors next cover blanket orders—what they are and how they can be handled and, particularly, what the advantages are in terms of reducing processing time, cutting the number of purchase order numbers and cutting paperwork.

Finally, the EMD people discuss scheduled procurement purchase orders and the builder's surplus parts plan, under which railroad material may be transferred to another railroad or shipped back to the EMD plant.

The plant tour is perhaps the only aspect of the three-day seminars where participants could regard themselves as short-changed—60 minutes isn't much time to cover an operation as complex as the manufacture of a diesel-electric locomotive. But, in the tour of the transmission, engine and locomotive sections, the purchasing people hit 21 separate stations—enough to get an overview of the manufacturing process. And, since it's the parts operation which is the real reason for holding the seminars, EMD and the majority of the students agree that the manufacturing is sufficiently covered.

● **Data processing is stressed.** One of the points that's strongly emphasized is the Data-Phone and the 1050 order entry systems. EMD is, in fact, linked directly with several railroads via these two processing systems. Data-Phone and the 1050 systems' usage stress the usually cited advantages—reduction in paperwork, elimination of error, speedup in ordering and delivery, the potential for inventory reduction, the freeing of purchasing agents from more-or-less routine tasks. One railroad's Data-Phone operation enabled the purchasing department to cut from 31 to less than a half-dozen the number of separate steps required in processing an order.

EMD people don't put up Data-Phone or the 1050 order entry systems as the total answer to every purchasing problem. But, they point out, even some of the problems that can't be solved this way—back-ordering of material not in stock, for example—can be eased by the system.

Also covered in detail in the EMD seminars is the component rebuilding program, covering unit exchange, rebuild and return procedures and methods of handling special transactions. And they take up such mechanical details as parts packaging innovations.

The discussions move into the realm of finance—the parts catalog, the warranty, pricing and accounting procedures. On the subject of warranties, for example, coverage begins with definitions, and with why a manufacturer has a warranty arrangement. Then come the mechanical details—how the

customer and the locomotive builder handle problems created by defective material, from discovery of the defect to final disposition of the claim.

Perhaps one of the most interesting aspects of the seminars is the outline of the way in which EMD handles parts supply. To begin with, the instructors point out, the Division has its two principal manufacturing plants in LaGrange and Chicago, plus four factory branches in California, Maryland, Missouri and Florida, and parts centers at LaGrange and at points in Texas, Louisiana, New Jersey, Minnesota, California, Pennsylvania, Georgia and Utah.

● **List of components seems endless.** In the 25 years since EMD held its first P&MM seminar, the list of parts for locomotives has grown steadily. Approximately 43,000 items are listed. Of these, about 26,000 are classified as fast-moving—with 6,000 pegged as expensive items, 20,000 as inexpensive items.

Included in the seminar is a study of the functions of the customer service section, including Teletype service and mail handling of orders. Classes look at interdepartmental operations, and then they're exposed to the functions of the parts publication section, which includes order interpretation and catalog-writing. They're given a rundown on operations of the order-billing department—preparation of shipments and invoices.

Finally, to round out the three days, participants get the full treatment in the parts warehouse—receiving, parts inspection, packaging, stock arranging, warehousing order-picking and -packing, shipping, export order processing, even government order processing and export locomotive packaging.

A major objective of the seminars is to take the mystery out of EMD operations and highlight how the parts needs of the railroads are met. Just one example of this might be the explanations of practices in handling orders—routine and emergency.

On a regular order, the procedure starts when the purchase order is received by mail, phone or wire, and time-stamped. It's reviewed by a parts representative, and a log folder is prepared for a permanent file. The order is delivered to the parts supply department. Next it is coded and sent to data processing, where item cards are punched and a five-part shipper form is prepared. The forms are proof-read against the order, the invoice desk information is stored on magnetic tape, and the original order is returned to the parts representative for the file.

In the next steps, shipper forms and order-picking cards go to the dispatch desk in the warehouse. Parts are picked and packed, a packing list is enclosed in the box with the materials, a shipping form goes to the shipping office, and the bill of lading and routing is applied.

The shipment is now on its way to the customer. Meanwhile, a shipping order copy is used to prepare an invoice, the invoice is printed, checked and finally mailed to the customer. If any items have to be back-ordered, they're handled through parts sales, order-billing, data processing and warehouse to get the material into the hands of the customer.

● **Short-cuts for emergencies.** In an emergency-order situation, however, a good many steps are bypassed in the expedited handling procedure. When an emergency order is received, the parts numbers and descriptions are first checked for accuracy in either the price book, through the publication section or by an actual stock check. Then the order moves rapidly through the procedure, getting personal attention all along the way, until the vital part is on its way to the customer. EMD people take great pride is getting these emergency orders filled in a hurry.

In this, the Silver Anniversary year of the P&MM seminars, total attendance should top the 1,300 mark, EMD officials report. In the total, of course, are a number of men who have been back twice, three times and even four times. Ordering and accounting practices and procedures are changing constantly, and these refresher seminars are oftentimes essential. ■

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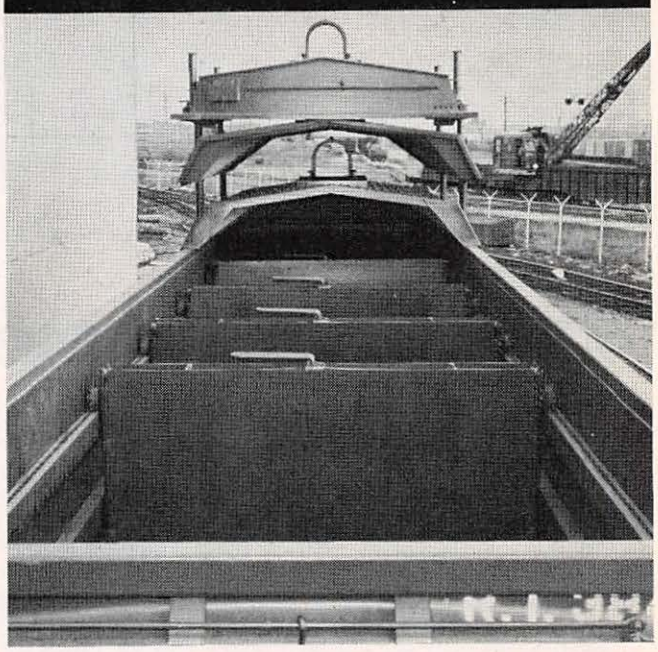

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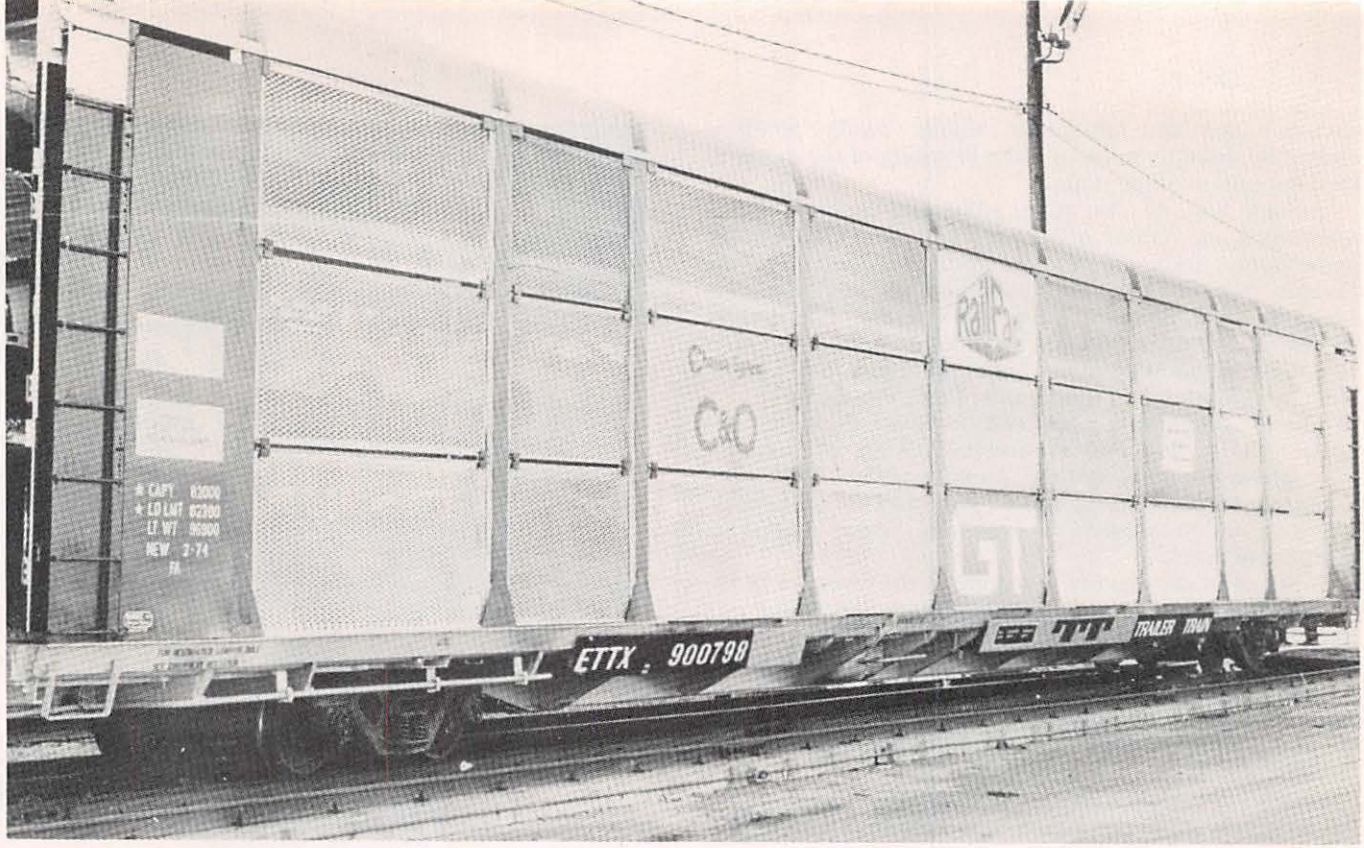

RailPac overcomes clearance limits

RailPac is the latest entry in the race to develop an enclosed transporter for new automobiles, another means of combatting the multi-million-dollar headache which vandalism, pilferage and accidental damage make for auto manufacturers and railroads. Penn Central, Chessie and Grand Trunk Western are currently testing the tri-level prototypes which have been turned out recently by Portec's Paragon Division. In addition to this RailPac, a car of slightly different configuration has been produced specifically for Chrysler service.

RailPac is the result of the three Eastern roads joining up with their suppliers in development of a standardized auto transporter which can be operated over the entire U.S. rail network, including those lines in the East where clearances are a problem.

● **Test loads.** First loading of one of the prototypes took place in February at the Wayne, Mich., assembly plant of Ford. Soon thereafter, this successful trial loading of Mustangs rolled off the RailPac at Chessie's Jessup, Md., auto ramp. Additional test loads of the cars are now being made by General Motors, Chrysler and American Motors.

The Paragon-built superstructure of the RailPac car is installed on a TTX-type low-deck flat car. The result is an over-all height of 17 feet 7 inches over the rail with an interior height of 15 feet for the three decks. Interior loading length between the vertical trifold end doors is 89 feet. Up to 18 compact cars may be transported. In addition to traversing the clearances and curves of restrictive routes, the RailPac can be handled with existing loading equipment and terminal facilities.

Tops of RailPac cars are completely enclosed. Their sides are covered with steel mesh paneling which protects new autos from theft and vandalism while minimizing exposure to rain and snow but gives light and ventilation to the interior.

● **Chrysler configuration.** The Chrysler configuration, which can traverse 80% of the rail routes over which this automaker's products move, has an over-all height of 18 feet 9½ inches. The 30 cars of this type which were turned out during February are already in regular service. In addition to their greater height, the Chrysler car has upward-folding end doors on each of the three decks. The cars can carry a mixed load of 15 standard-size and compact automobiles, or 12 large ones. ■

TEST LOADING found (left to right) J.G. Dooley, GTW; Roger Chaufornier, PC; and G.J. Weihofen and G.A. Topolski, Chessie, on hand. W.H. Cramer, Jr., GTW marketing vice president says it is hoped that RailPac "can become the standardized enclosed auto carrier for the entire U.S. rail network." Cars are now being tested on various routes.

LETTERS

Railroads and the media

Scottsdale, Ariz.

To the Editor:

The Feb. 11 issue of Railway Age with the section on railroads and the media was excellent. I hope the industry reads the press comments and gives them serious consideration. For the moment the public is beginning to realize the importance of railroad transportation, perhaps even more so than the industry. Consequently the climate is ripe for reforms in laws relating to government control and in union practices. Rather than shunning short haul and passenger business, the industry should have joined with labor and local customers to get subsidies for operating expenses. It is not too late even now. If we don't revitalize seemingly unprofitable lines, we will have to build new highways to carry traffic via trucks and buses. Does it make good sense economically to scrap roadbed and right of way in order to purchase more and build again?

I think the industry missed a bet in neglecting both the passenger business and short haul freight business. Both types of service required new equipment and innovative labor rules. Both types of service would have gained public admiration and support and would have made regulation and labor reform possible sooner. It isn't too late. The industry now has a second chance. The energy conservation drive and the environmental movement provide an opportunity not to be missed.

Charles Montooth
The Frank Lloyd Wright Foundation

Dining car inquiry

Warren, Ohio

To the Editor:

I am preparing a book on railroad dining cars in hopes of preserving, in printed form, the heritage that we have in a much overlooked area of railroading. The dispersing of dining car memorabilia to collectors, museums, and individual fans has created a research problem with which I thought your readers might help.

I am looking for, to photograph, record, and copy (1) pictures of dining car interiors, galleys, and pantries, (2) service manuals and recipes issued to employees, (3) menus, (4) china, silver, crystal, and linens, (5) badges of identification, (6) historical sketches, (7) former dining car superintendents, chefs, stewards, and waiters, and (8) blueprints or layouts of the dining cars.

I would like to correspond with anyone who would know or have suggestions about these artifacts and, in some cases, who made these items for the railroads.

Lillian D. Eminhizer
1125 Trumbull Ave., S.E.
Warren, Ohion 44484

BOOKSHELF

THE GREAT TRAINS, edited by Bryan Morgan. Name trains of the past and present from all corners of the earth are heralded in this superbly produced and illustrated volume. *Price: $35.00. Crown Publishers, Inc., 419 Park Ave. South, New York, N.Y. 10016.*

THE BLACKSTONE VALLEY LINE, by Edward A. Lewis. The Providence & Worcester Railroad has been around for 130 years, but never ran a train from 1890 until 1973. During that time, P&W was leased to and operated by the New Haven. The story of the P&W and its predecessor company, the Blackstone Canal, is chronicled in this well-illustrated paperback. *Price, $3.95; The Baggage Car, Box 332, Seekonk, Mass. 02771.*

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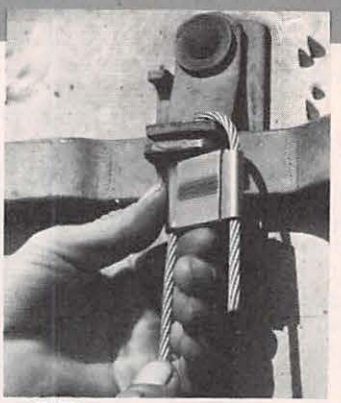

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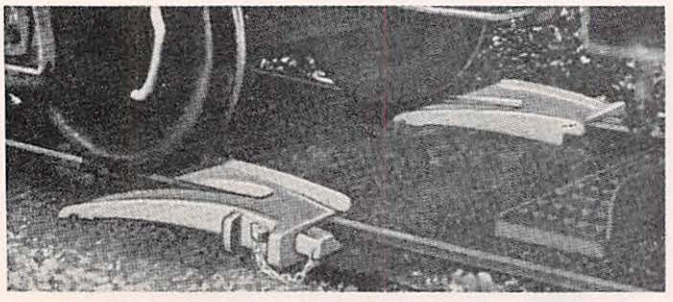

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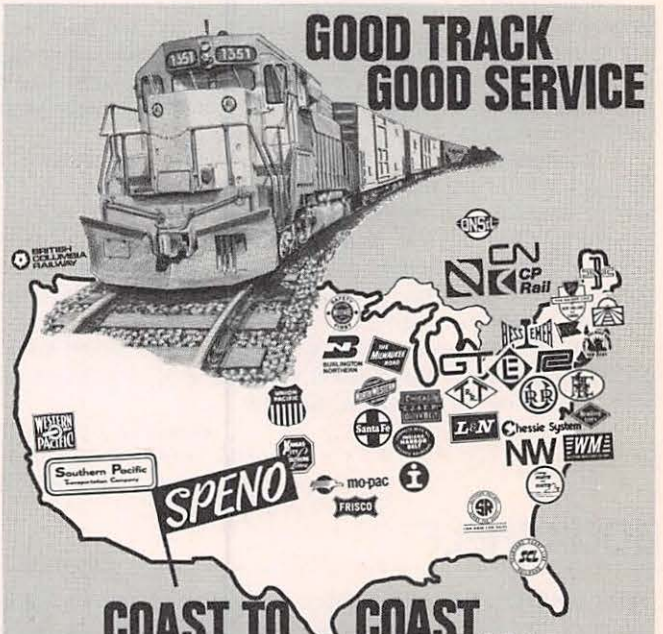

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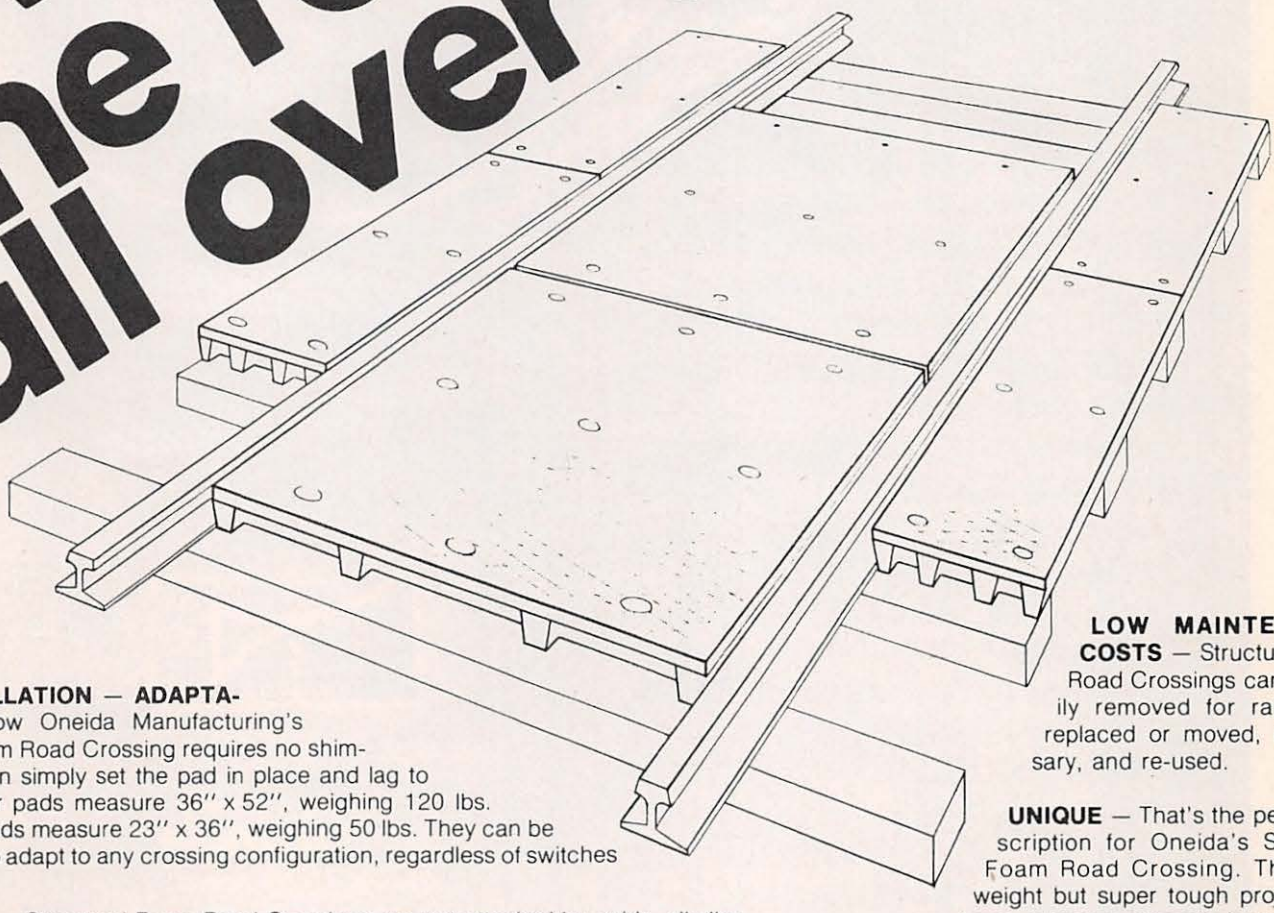

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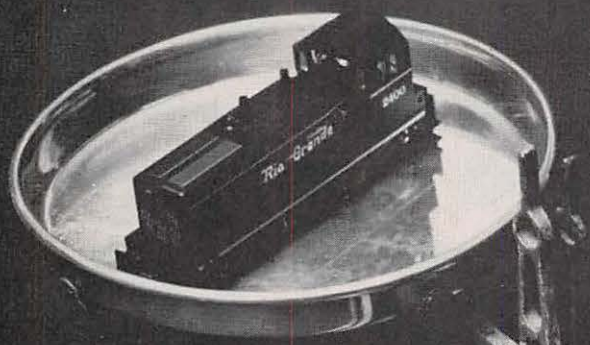

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Market Outlook

CARLOADINGS

Loadings of revenue freight in the week ended March 9 totaled 524,676 cars, according to the Association of American Railroads. This was a decrease of 1,961 cars, or 0.4%, compared with the previous week, and an increase of 10,675 cars, or 2.1%, compared with the corresponding week last year. Ton-miles generated by carloadings in the week ended March 9 are estimated at 16.8 billion, an increase of 4.8% above the corresponding week of 1973.

REVENUE FREIGHT CARLOADINGS

Commodity	Mar. 9 week	Mar. 2 week	Feb. 23 week
Grain	29,837	29,935	28,768
Farm products	11,787	11,635	12,182
Metallic ores	27,865	24,573	23,882
Coal	84,361	90,112	97,465
Crushed stone, gravel & sand	24,608	22,404	22,862
Nonmetallic minerals	15,266	15,659	15,134
Grain mill products	21,430	22,202	21,275
Food and kindred products	24,372	24,930	23,698
Primary forest products	26,140	25,664	23,912
Lumber & wood products (except furniture)	15,607	15,619	15,207
Pulp, paper & allied products	23,478	24,461	22,806
Chemicals & allied products	31,670	30,603	29,320
Petroleum products	8,883	8,876	8,671
Stone, clay & glass products	21,186	21,118	19,765
Coke	9,295	8,517	8,286
Metals & products	28,466	29,215	28,608
Motor vehicles & equipment	22,338	23,750	23,740
Waste & scrap materials	17,937	17,324	16,916
Forwarder & shipper assn. traffic	12,066	11,951	11,011
All other carloads	67,652	67,716	64,752
LCL traffic	432	373	333
Total cars loaded	**524,676**	**526,637**	**518,593**

Cumulative total, 10 weeks	1974	1973
	5,073,226	**5,010,753**
Estimated revenue ton-miles (billions) 10 weeks	160.8	155.8

PIGGYBACK LOADINGS

U.S. piggyback loadings for the week ended March 2 totaled 33,789 cars (8.9% above the corresponding week last year) and 59,095 trailers or containers (up 8.5% from 1973). Cumulative volume for the first nine weeks of 1974 is 282,908 cars (up 14.7% from last year) and 489,415 trailers or containers (up 15.6% from 1973).

IN CANADA

7 days ending	Tons of Revenue Freight	Cumulative Totals
Feb. 21, 1974	4,139,105	28,876,909
Feb. 21, 1973	4,293,072	29,911,625

● *Canadian National.*—Ordered 1,500 covered hopper cars and 15 diesel-electric locomotives at a total cost of $42 million. The cars, costing $36 million, will be built by National Steel Car for delivery in the first quarter of 1975. General Motors of Canada will build the locomotives, costing $6 million, at its London, Ont., plant for delivery later this year.

● *Iranian State Railways.*—Ordered 53 3,000-hp diesel-electric units from General Motors Overseas Operations, for construction by EMD, with delivery beginning in third-quarter 1974. Value of the order is $29.1 million; the contract includes an option for an additional seven units.

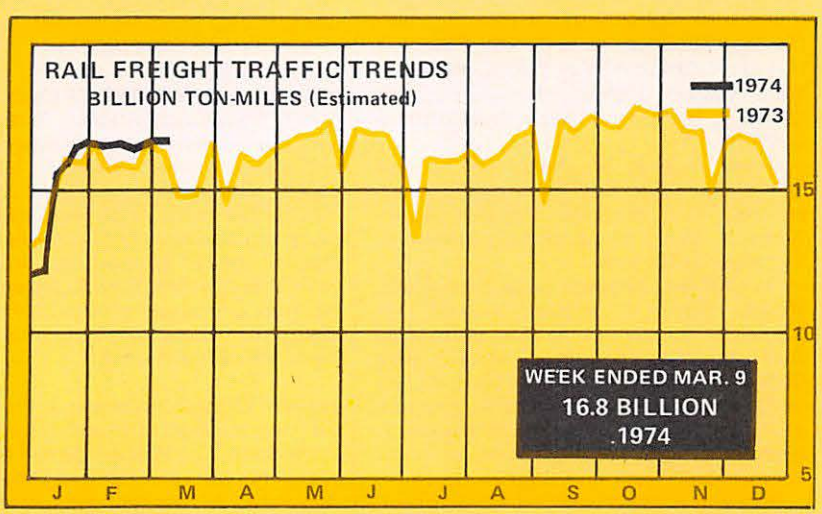
● *Louisville & Nashville.*—Will spend nearly $11 million for 30 six-axle, 3,000-hp diesel-electric locomotives. Builder assignments have not been settled; however, delivery of the first units is expected to begin early in the fourth quarter of this year. All units will be assigned to coal-hauling service.

● *Metropolitan Transportation Authority/Connecticut DOT.*—Announced plans to acquire from General Electric 100 additional 85-ft Cosmopolitan cars for the New Haven commuter service. The cars will cost $65.4 million, and are expected to be in service by mid-1976. Connecticut is filing an application for $52.3 million (80% of the cars' cost), with the Urban Mass Transportation Administration; Connecticut and New York state will each pay 10% of the cost of the cars.

● *Rohr Industries.*—Awarded an over-$1 million contract to Rucker Co.'s Insul-8 Division for the manufacture and installation of power rails for high-speed-train testing at the U.S. Department of Transportation's Pueblo, Colo., test center.

● *Trailer Train.*—Ordered 725 89-ft, 4-in. all-purpose flat cars as follows: from ACF (200 cars), Bethlehem Steel (225 cars), and Pullman-Standard (300 cars). As of March 4, TTX cars in service and on order totaled 72,667.

● *Union Pacific.*—This year's capital spending is slated to total about $181 million for new equipment, track and other facilities. The figure is some 30% more than the approximately $139 million spent by UP last year.



Source: Association of American Railroads

People in the News

BESSEMER & LAKE ERIE.—R.E. Murdock appointed manager mechanized equipment, Greenville, Pa. **G.E. Knapp** named foreman mechanized equipment.

C.D. Rickard appointed trainmaster-road foreman of engines, Albion, Pa. **D.J. McCrory** named traveling engineer, Albion.

CANADIAN NATIONAL-GRAND TRUNK WESTERN-DULUTH, WINNIPEG & PACIFIC-CENTRAL VERMONT.—James A. Ridout, district sales manager, Seattle, transferred to Oakland, Calif., to succeed **Raymond L. Lunt,** retired.

CHESSIE SYSTEM.—John T. Collinson, vice president-operations and maintenance, has announced reorganization and streamlining of the operating regions and divisions. Advanced management practices and technology will be utilized. Computers, electronic communication networks and new systems for scheduling and equipment utilization will be put to the maximum use in the new set-up, which started with a pilot division 2½ years ago. **Galen S. Harris,** general manager, Central Region, Pittsburgh, named general manager-staff, Baltimore, with system-wide responsibility for coordinating operation department functions under the new regional and divisional staff managements. The traditional division set-up of a superintendent, assistant superintendent and trainmasters has been replaced by a new division manager team. Reporting to each division manager will be a superintendent of train and yard operations, a superintendent of freight car utilization and a superintendent of agencies and yard offices. The three superintendents have equal rank but separate responsibility for their assigned areas. The division managers will report to the general managers of the four operating regions.

The following division managers have been appointed: **Thomas K. Jenkins,** Virginia Division, Richmond; **Samuel C. Myers,** Western Division, Cincinnati; **Richard H. Priddy,** Ohio Division, Columbus. Mr. Jenkins was formerly director of car distribution; Mr. Myers, superintendent, Covington, Ky.; Mr. Priddy, assistant to vice president-operations, Baltimore.

Previously named managers of new Chessie System divisions when the pilot program started were: **Walter B. VanderVeer,** Maryland Division, Baltimore; **James E. Sell,** Monongah Division, Grafton, W. Va.; **Cecil R. McComas,** West Virginia Division, Huntington; and **Charles E. Heck,** Pennsylvania Division, Pittsburgh.

Frank R. Rice, Jr., director of personal injury prevention, Baltimore, named manager-operations, Northern Region, Detroit. **Albert B. Cary,** superintendent, Richmond, Va., succeeds Mr. Rice.

A. William Johnston, general manager, Western Region, Cincinnati, succeeds Mr. Harris on the Central Region, Pittsburgh. **James R. Cary, III,** general manager, **B&O Chicago Terminal** (which now becomes part of the Western Region) succeeds Mr. Johnston at Cincinnati. **John Edwards** and **William T. Henschell** continue as general managers of the Southern and Northern Regions, respectively.

Kenneth K. Blyth, regional sales manager, Detroit merchandise traffic sales region, named assistant vice president-eastern sales area, Baltimore.

ELGIN, JOLIET & EASTERN-DULUTH, MISSABE & IRON RANGE-BESSEMER & LAKE ERIE.—C.M. Drazga, M.M. Firetto and **W.A. Nicholl** appointed purchasing agents. **K.C. Sikora** named assistant to director purchases and stores. **W.M. Kelly** becomes assistant to purchasing agent. All will have headquarters in Pittsburgh. **E.H. Olsen,** purchasing agent, **EJ&E,** retired Feb. 28 after more than 46 years' service.

FLORIDA EAST COAST.—C.F. Zellers, Jr., auditor of disbursements, St. Augustine, Fla., appointed director, taxes & special projects. **E.H. Stauber, Jr.,** chief clerk, auditor of revenues section, named auditor of disbursements.

ILLINOIS TERMINAL.—W.E. Sostman named general manager, St. Louis. **L.M. Hall** named general superintendent; **L.R. Salem,** superintendent of transportation; **F.R. Foster,** manager-transporation services; **L.D. Kolm,** manager-contracts, all with headquarters in St. Louis.

MILWAUKEE.—George G. Grudnowski elected assistant secretary, to succeed **Rodger K. Johnson.** Mr. Johnson will continue as general attorney.

Claire M. Barnard and **Ronald E. Kohlman** appointed district managers of sales, Louisville and Houston, respectively.

MISSOURI-KANSAS-TEXAS.—Billy R. Cavanaugh, assistant land and tax commissioner, named land and tax commissioner, Dallas, to succeed **James L. Boots,** who retired Jan. 1.

MISSOURI PACIFIC.—Richard K. Davidson, assistant general manager, Western District, Kansas City, named general manager, Eastern District, North Little Rock, Ark., to succeed **William J. Farrell,** promoted to assistant vice president-traffic, St. Louis. Mr. Davidson's successor is **Billy E. Kerlee,** superintendent, Arkansas division, North Little Rock, who in turn is succeeded by **Ronald L. McCoy,** who transfers from the Northern division, Kansas City. **Robert B. Schoultz,** director-transportation planning, St. Louis, succeeds Mr. McCoy, as superintendent at Kansas City.

NORFOLK & WESTERN.—Clyde H. Ware named manager of planning, Roanoke, Va., with responsibility for sales research, planning and administration, personnel, budget and payroll. **William Brenton** named manager of merchandise data, with responsibility for design and development of computerized merchandise traffic systems. Mr. Brenton succeeds **D.W. DeVore, Carl S. Jensen** succeeds Mr. Ware as manager of training, with responsibility for training, development and recruiting of NW sales personnel.

PENN CENTRAL.—Vincent J. Floyd, assistant vice president-sales and marketing-staff, Philadelphia, appointed assistant vice president-industrial development. **Welborn E. Alexander, Jr.,** assistant vice president-automotive, named assistant vice president-sales and marketing. **Malcolm S. Sanders,** director-automotive marketing, appointed senior traffic officer-automotive. **Donald A. Washburn,** assistant director-equipment service planning, named director-system equipment and service.

George F. Daniels, senior labor relations officer, named assistant vice president-labor relations. **Donald L. Nelson,** director-security, appointed assistant vice president-security. **Ernest R. Varalli,** director-budget planning, named assistant vice president-budget planning. **Edward P. Frasher,** assistant vice president-operations—west, appointed assistant vice president-passenger.

Robert H. Smith, system engineer-maintenance of way, appointed chief engineer-maintenance of way. **John R. Clark,** system production engineer-track, succeeds Mr. Smith.

PC Metropolitan Region appointments: **Mac G. Collins,** director-marketing, named director-passenger service, marketing and real estate; **Joseph F. Rentz** named director-passenger terminal operation; **Lawrence J. McKenna** named manager-passenger terminal operation; **Leonard W. Maglione,** director-passenger service, named director-suburban operations planning; **G. Robert Butt** named manager-suburban planning; and **Roger G. Klopfer,** manager-industrial engineering.

READING.—Albert W. Nemenz, director coal traffic, Philadelphia, named assistant vice president-coal, coke and iron ore traffic.

Merrill G. Colflesh named regional sales manager, Reading, Pa. **James H. Evans** succeeds Mr. Colflesh as assistant regional sales manager, Reading.

Robert J. Dalton named supervisor TOFC, Reading, succeeding **F.R. Fritz,** resigned.

RICHMOND, FREDERICKSBURG & POTOMAC.—William E. Durham, supervisor car equipment, Richmond, Va., appointed mechanical engineer. **Willie L. Jones, Jr.,** chief car inspector, named master mechanic. **Lawrence F. McGahey,** foreman car inspectors, appointed supervisor car equipment. **Gordon K. Pierce,** general foreman car maintenance, named general car inspector.

ROCK ISLAND.—Charles R. Sheets, manager of market development, appointed director marketing services. **Thomas A. Stoery,** assistant manager-pricing, becomes manager-pricing.

SEABOARD COAST LINE-LOUISVILLE & NASHVILLE.—At Jacksonville, **J.D. Bozard** appointed vice president-sales; **J.E. Nall,** assistant vice president-sales; **E.W. Thomas,** assistant vice president-intermodal services; **E.H. Durham,** assistant vice president-phosphate sales; **R.L. Mott,** assistant vice president-automotive; **J.P. Taylor, Jr.,** general manager sales & service; **W.E. Sullivan,** assistant director, intermodal sales; **T.R. Cheney,** manager marketing research; **H.S. Coltrain** and **T.B. Cash,** assistant general managers sales & service; **J.P. Roberts,** manager service & equipment; **J.C. Parrish,** assistant manager service & equipment; **R.M. Smith,** manager government traffic; **R.E. Manning,** manager port sales; **M.G. Herbert,** manager chemical sales; **W.M. Reeves,** manager national accounts; **A.L. Nash,** administrative assistant-sales; **W.H. Stricklin** and **W.E. Greene,** administrative assistants to the vice president.

At Louisville, Ky., **Douglas McKellar** appointed vice president-freight traffic; **C.E. Thomas,** director, intermodal sales; **J.L. Blair,**

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assistant director, intermodal sales; **L.D. Miskell,** general manager-sales administration; **R.M. Brennan,** manager-train sales; **J.R. McCarthy,** regional sales manager; **H.L. Brooks, Jr.,** director of customer service; **W.E. Linton,** assistant director of customer service; **E.B. Akers, Jr.,** assistant director of customer service; **R.W. Phillips,** assistant to director of customer service.

At Baltimore, Md., **J.F. Murtha** appointed district sales manager and **H.R. Hester,** general agent.

At Boston, Mass., **L.H. Morgan** named division sales manager; **H.C. Weddle,** district sales manager; **W.F. Concannon** and **C.F. Woodfin,** general agents.

At Charleston, S.C., **E.K. Kraemer** appointed assistant regional sales manager; **C.E. Lloyd,** division freight agent; and **W.M. Blalock,** general agent.

At Chattanooga, Tenn., **E.J. Blaes** named division sales manager; **W.H. Rawlings,** general agent and **C.E. Murray,** assistant district sales manager.

At Cincinnati, Ohio, **A.R. Lockamy** appointed regional sales manager; **A.J. Jansson,** division sales manager; **J.T. Mahin,** district sales manager; **C.E. Koehler,** district intermodal representative; **J.P. Jennings,** general agent.

At Cleveland, Ohio, **D.P. Iller** and **R.A. Balkcom** appointed district sales managers; **M.O. Bishop,** general agent.

At Columbia, S.C., **J.W. McCaughey** appointed regional sales manager; **C.B. Kelly,** district sales manager; **J.B. Thomas,** assistant district sales manager.

At Nashville, Tenn.: **E.M. Blankner** named regional sales manager; **W.R. Allred,** division sales manager; **R.H. Beard,** assistant district sales manager; **W.E. Wall,** general agent.

At New York, **E.V. Fitzpatrick** appointed sales manager; **Carlos Castro, Jr.,** regional sales manager; **W.C. Olson,** regional sales manager-trailer train service; **T.A. Downes, Jr.,** division sales manager; **W.F. Mierop,** district sales manager; **R.J. Mushiko, A.J. Von Tobel,** and **E.T. Tucker,** assistant district sales managers; **W.E. Adelof, Jr., A.M. Scarpa** and **I.E. Carter,** general agents.

At Norfolk, Va., **J.T. Kelley, Jr.,** appointed assistant regional sales manager; **M.L. Edmonds,** assistant district sales manager; **D.G. Maxwell,** general agent.

At Philadelphia, **M.P. Gibson** named division sales manager; **R.L. Schaffield,** district sales manager.

At Pittsburgh, **S.K. Johnson** appointed division sales manager; **P.E. Balco,** district sales manager; **R.M. Strickland,** general agent.

At Raleigh, N.C., **R.C. Williams** appointed regional sales manager; **R.L. Cleveland,** district sales manager and **J.S. Riggan, Jr.,** assistant district sales manager.

At Richmond, Va., **N.M. Langhorne, Jr.,** appointed sales manager; **R.N. Hoskins,** assistant vice president-forestry & special projects; **C.D. Williams,** regional sales manager; **J.E. West,** district sales manager; **E.R. Downum,** assistant district sales manager.

Division sales managers named: **P.D. McGowan,** Knoxville, Tenn.; **J.A. Phillips,** Portland, Ore.; **J.B. Ammon,** Memphis, Tenn.; **A.L. Freed,** Washington, D.C.

General agents appointed: **F.B. Massingale, Jr.,** Fayetteville, N.C.; **R.E. Bowers,** Florence, S.C.; **E.H. Lewis,** Memphis, Tenn.

District sales managers appointed: **J.C. Wright,** Columbus, Ga.; **R.L. Price,** Danville, Ill.: **J.L. Gillespie,** Gainesville, Ga.; **H.E. Rafferty,** Indianapolis, Ind.; **J.W. Gleeson,** Jackson, Tenn.; **G.C. Sharpe,** Sumter, S.C.; **R.A. O'Brien,** Terre Haute, Ind.; **H.E. Sehler,** Washington, D.C.; **W.H. Griffin,** Wilmington, N.C.; **H.E. Owen, Jr.,** Wilson, N.C.; **E.P. Holt** and **E. Smith Jr.,** Macon, Ga.; **W.H. Bennett,** Memphis, Tenn.

J.R. LeGrand appointed vice president-industrial development, Jacksonville. **N.C. Kieffer, Jr.,** named director industrial development, Louisville, **J.B. Gregory** appointed general manager industrial development, Richmond, Va.

Managers industrial development appointed: **G.R. Wurtele,** Birmingham, Ala.; **J.J. Walsh,** Chicago; **J.E.B. Wallace,** Columbia, S.C.; **E.H. Wittaker, W.T. Hensley** and **Bythel Warrell,** Jacksonville; **J.B. Conn,** LaFayette, Ind.; **L.R. Senn, A.B. Crowe** and **W.M. Harney,** Louisville; **M.W. Thompson,** Miami, Fla.; **S.E. Shipp,** Montgomery, Ala.; **R.H. Nichols,** Nashville, Tenn.; **C.R. Dolby,** Raleigh, N.C. **R.J. Councill** named manager industrial development & chief geologist, Jacksonville.

Larry J. Weas, manager personnel administration-equal employment opportunity, SCL, appointed director of personnel, Jacksonville.

OBITUARY

Walter A. Dietze, 78, retired director of public relations and advertising, **Milwaukee,** Chicago, died Feb. 25 in Pompano Beach, Fla.

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Brammall, Inc. 50
Canton Company of Baltimore 27
Cardwell Westinghouse Company . . . . . BC
Chicago, Milwaukee, St. Paul & Pacific RR. Co. . .11
Denver And Rio Grande Western RR. 52
Electromotive Division 36-37
Evans Products Co. 33
FreightMaster 29
Fruehauf Division 20-21
Holland Company 9
Hudson General Corporation 4
Illinois Central Gulf RR. 39
International-Stanley Corporation 30-31
Japan Line, Ltd. 16
Kemlite Corp. 15
Keystone Railway Equipment Co. 35
Matson Navigation Company . . . . . .IFC
Miner Enterprises, Inc. . . . . .IBC
The Nolan Company 50
Oneida Manufacturing 51
Pullman, Inc. 24-25
Realty Hotels (Commodore Hotel) 14
Southern Pacific Transportation Co. 6
St. Louis-San Francisco Ry. Co. 3
Frank Speno Railroad
Ballast Cleaning Co., Inc. 50
Standard Railway Equipment Division 43, 45, 47, 49
Taylor Machine Works, Inc. 15
Unarco Industries, Inc. 23
Union Pacific Railroad 13
United States Ry. Manufacturing Co. 55

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Viewpoint

FRA role: Advocate, not adversary

There have been times, in the relatively-brief life of the DOT and specifically of the Federal Railroad Administration, when railroad people have looked at each other wide-eyed, scratched their heads in wonder, and asked each other, in some anguish, "Hey, are these guys for us or against us?"

Under these circumstances, it's more than a bit refreshing to hear the top public servant at FRA stand up in public and put FRA squarely on the "for" side. Administrator John W. Ingram put it this way: "FRA functions as the advisor to the Secretary of Transportation on matters of rail transportation policy. *We are the industry's advocate in the halls of government, not its adversary.* We have certain statutory responsibilities in the areas of rail safety and high-speed ground passenger transport, *but our major mission is to foster the creation and implementation of a rational rail transportation policy*" (emphasis added).

Ingram notes, of course, that government has a paramount role in protecting the public interest. But, "of similar importance—in an industry that is already as closely regulated by government as transportation—the government has to accept a certain amount of responsibility for the financial health of the industry being regulated." He quotes President Nixon, to the effect that "nothing has hindered the economic health of our nation's rail systems more than the outmoded and complex Federal regulations which govern those systems. These regulations have prevented the railroads from maintaining a competitive position with other forms of transportation."

"RAILROADS NEED REGULATORY ELBOW-ROOM. . ."

In a presentation to a New York Chamber of Commerce Transportation Council Round Table Forum, Ingram added this: "If rails play such an essential role in the nation's economy, it is indeed the government's obligation to see that railroads do business in an atmosphere that will encourage substance and growth. This Administration has no desire to solve the rail problem by covering it over with layers of taxpayers' money. Rather, our proposal for the rail industry at large involves two major initiatives. First, we place the full faith and credit of the U.S. Treasury behind qualified railroads when they seek loans in the private sector. The government guarantees give the railroads access to capital; the railroads in turn give the government assurances that the loans will be used for the express purpose of improving the railroad. Second, we must at last shift the focus of our regulatory concerns. We must, in the Federal government, face up to economic realities. The Federal regulations which helped create the problem in the first place must be changed. We sorely need a modernization of regulatory practices, to allow railroads to experiment with rates, service offerings and managerial creativity. Railroads need the regulatory elbow-room to do that which they do best, which is to move heavy tonnages over considerable distances with efficient use of energy and minimal impact on the environment."

Not all parts of the Administration's program have industry approval, just as not all parts of the industry's program get FRA's nod. That makes it all the more essential that, in terms of ultimate purpose and result, FRA/DOT and the industry work together. The alternative really makes no sense—and would be, as they say in government circles, counter-productive.

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37	38	39	40	41	42	43	44	45
46	47	48	49	50	51	52	53	54
55	56	57	58	59	60	61	62	63
64	65	66	67	68	69	70	71	72
73	74	75	76	77	78	79	80	81
82	83	84	85	86	87	88	89	90
91	92	93	94	95	96	97	98	99
100	101	102	103	104	105	106	107	108
109	110	111	112	113	114	115	116	117
118	119	120	121	122	123	124	125	126
127	128	129	130	131	132	133	134	135

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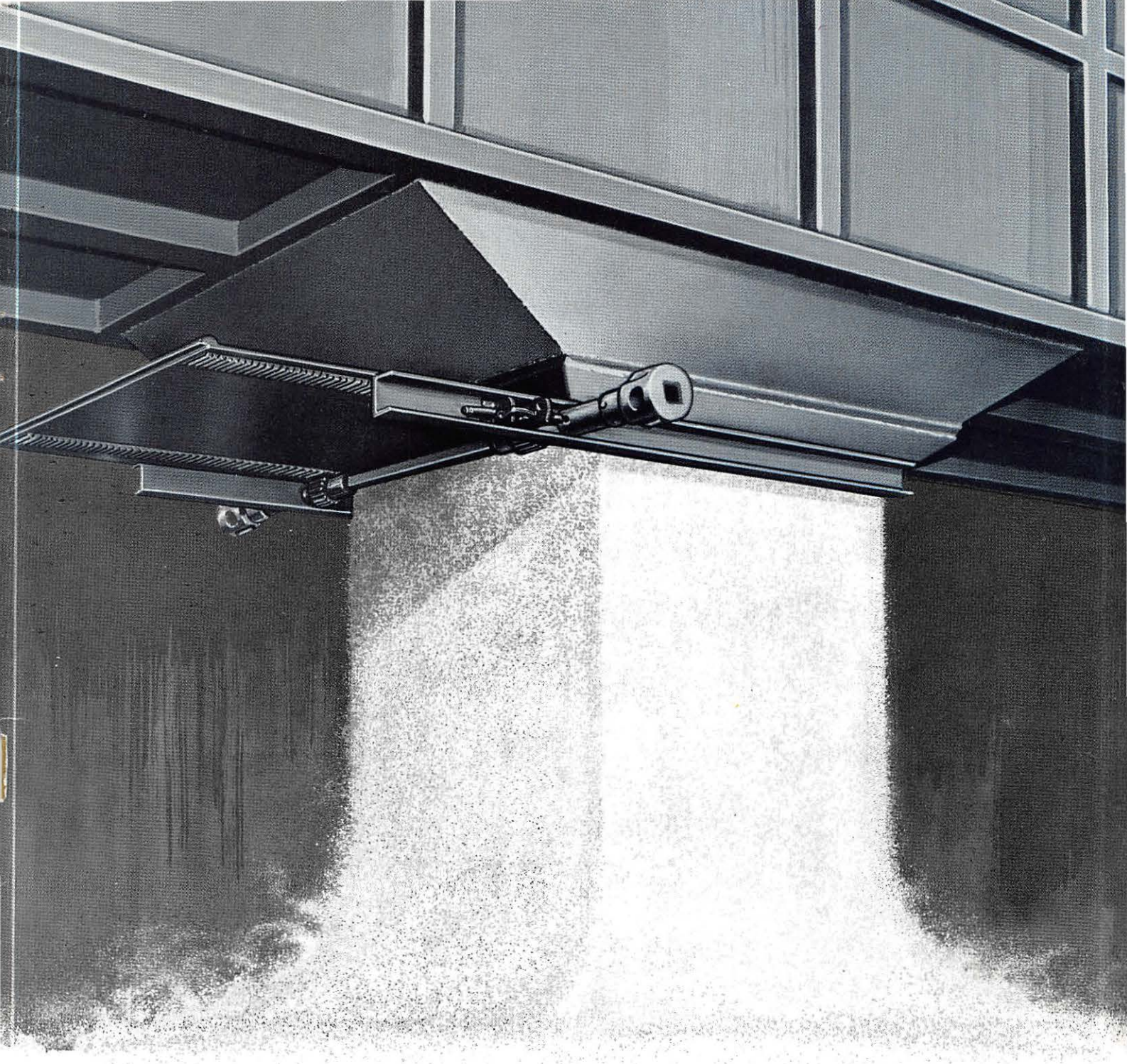

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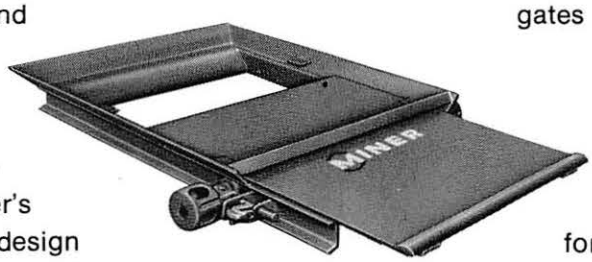

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